

Equality Impact Assessment (EIA) Form

Please use in conjunction with the [EIA toolkit](#), which has been designed to guide you through completing your EIA form.

Service Area:	Early Help
Name of service/policy/project being assessed:	Review of Early Help Services in Richmond and Kingston Boroughs
Officer leading on assessment:	Seema Sehgal, Policy and Project Officer
Other officers involved:	Michael O' Connor, Associate Director of Early Help; Henry Kilpin, Head of Strategy and Programmes

1. Briefly describe the service/policy/project:

Aims of the Review

The Early Help Review initiated in March 2019 and concluded in October 2019 aims to understand how a range of organisations across the London Borough of Richmond upon Thames and the Royal Borough of Kingston upon Thames can work together, within existing resources, to meet the needs of children, young people and families at the earliest opportunity.

Richmond and Kingston Boroughs both have a strong history of joint working and of supporting and developing preventative services, particularly around locality areas. Local partners originally came together in 2007 to support the multi-agency practices of the Common Assessment Framework, Lead Professional and Team around the Child supported by information sharing, common training and performance management across the children's sector. This work was delivered in nine multi-agency locality areas, with schools at the heart of that delivery. Although this approach was time and resource heavy it brought many successes and set the basis for the Early Help Strategy, new early help assessment and vision for much of the collaborative working still in place.

When Achieving for Children was created in 2014, the aim was to build on the existing, successful early help model by integrating all early help and social care services into three larger Clusters. The aim of the model was to enable services to work much more closely together, reduce duplication, identify key issues affecting the local area and help us make the experience of children, young people and families better. It also sought to align the processes, policies and workflows across Richmond and Kingston.

This review tests whether the existing strategy and delivery model, including Achieving for Children's own structure, is still valid in the current climate of reduced resources and changing demands and whether it requires reinvention to meet new challenges. It also tests the evidence of the effectiveness of Achieving for Children early help services on the principle that we should aim for continual improvement.

This review is the first in a number of reviews into the impact of early help support across Richmond and Kingston. This short review has been focused upon two specific areas of enquiry:

- Partnership Working:
 - Is there an effective strategic partnership in Kingston and Richmond that maximises the collective impact of early help for children and families?
 - Are there ways of working as a partnership that could increase our collective impact?

- Achieving for Children's Targeted Early Help Services, in particular: Family Support; Education Welfare; Youth Resilience; Strengthening Families Plus; Emotional Health; and Parenting Programmes:
 - What is the evidence of the impact of our current services?
 - Are there ways of deploying our services that could increase impact?

Whilst this review has sought to take as much account as possible of the full range of other services delivered across the spectrum of early help, this phase of work has kept a clear focus on the two areas set out above. We expect there to be further work identified in a second phase of activity.

The objective is to identify potential improvements for Achieving for Children and partners in supporting families at the earliest opportunity; to ensure maximum impact to reduce demand for high need services, delivered within available resources; and to identify whether the right structures and systems are in place to do this.

What is Early Help

It can be hard to define what early help is as there does not appear to be a shared understanding across partners of what early help refers to. A helpful definition is provided by the Early Intervention Foundation:

'Early Help is a broad range of services and support brought in before any formal interventions to help children, young people and families achieve good outcomes. This can include the work of children's centres, youth services, health visiting. While early help is led by Local Authorities, the local offer includes the work of wider agencies such as health system, schools, police and voluntary sector agencies.'

'Early intervention is the part of early help that provides support to children and young people who are identified as being at risk of poor outcomes. This support is more intensive than or additional to the help available through universal early help services'

Financial Position

The public sector has suffered some of the most significant budget cuts in recent history, with difficult decisions being made daily on how to best use scarce resources. Nationally the most recent local authority figures show that spending on early intervention has continued to fall. Collectively, spending on children's centres, family support services and services for young people was £1.8 billion lower in 2017/18 compared to 2010/11. This is a 49% decrease. More money is now being spent on late intervention, services such as safeguarding and children in care and spending has risen from £5.9 billion to £6.7 billion between 2010/11 and 2017/18. This is a 12% increase.

Spending on preventative children's services in Achieving for Children fell to 25% of the total budget in 2017/18 and is down from 41% in 2010/11. Funding has reduced by £1.7 million between 2016 and 2019, with an increased targeting of youth provision and children's centres. Funding for family support services have also reduced across Richmond and Kingston and in the Emotional Health Service in Kingston.

Recommendations and Next Steps

For implementation by 1 April 2020, these recommendations are intended to set out the approach to Early Help provision for the following three years. The recommendations will reset the vision for early help across Richmond and Kingston and establish the joint ways of working that will help up to deliver the best services for children, young people and families.

For all partners

- Recommendation 1: Each borough should review its governance arrangements with a dedicated partnership focus on the wider children's wellbeing and early help agenda.
- Recommendation 2: Pathways to getting the right help at the right time should be revised to ensure a partnership approach. Early Help Assessments should be revised in response to partners' feedback and re-launched with capacity building support for partners to use the assessment.

- Recommendation 3: All partners should continue to develop a Kingston and Richmond way of working with families, with a common language and a strengths-based approach rooted in Signs of Safety.
- Recommendation 4: Partners will need support to take more responsibility for meeting the needs of vulnerable families, and dedicated roles in each borough should be developed to make new early help pathways effective and to support partners to use the Early Help Assessment.

Achieving for Children

- Recommendation 5: Achieving for Children’s model of three clusters should be revised to a model of borough-based working.
- Recommendation 6: The Family Support Teams should build on the evidence of their positive impact and be focused upon delivering an effective casework service for families with a range of needs within a new borough-based model of delivery.
- Recommendation 7: The Youth Resilience Service should build upon its strengths in providing a bespoke service for adolescents with complex needs, and combining the approach of a single lead professional with the support of a multidisciplinary team. Child In Need work should be line managed within Children’s Social Care.
- Recommendation 8: Strengthening Families + is primarily focused upon enabling children and families who have crossed a safeguarding threshold to step down; the service has demonstrated good impact working with complex needs and should be maintained.
- Recommendation 9: The Emotional Health Service provides an effective service in an area of rapidly increasing demand. The service should be realigned along with the borough-based structures, and further work undertaken with partners to address the current very long waiting times.
- Recommendation 10: The ending of grant funding for Strengthening Families Plus and Emotional Health Service caseworkers needs to be addressed with each Council in light of the evidence of impact for each of these services.

2. What sources of information have been used in the preparation of this equality assessment? (e.g national research, JSNA, user feedback)

<i>Information Source</i>	<i>Description and outline of the information source</i>
Review of Early Help Services in Richmond and Kingston Boroughs	Information contained within the final reports published as part of the review.
Children's Service Spending 2011-2018: Children's Society report	Funding and Financial data in relation to Children's Services
Family and Youth Support and Emotional Health in Achieving for Children	Funding data in relation to Achieving for Children..

AfC Annual-Equalities-Summary-Report-2018-19	Equalities data in relation to Achieving for Children.
Living standards, poverty and inequality in the UK: 2017, Institute for Fiscal Studies Report R129	Data in relation to poverty within the UK.
Joseph Rowntree Foundation Report 2016	Data in relation to disability within the UK.
Preparing minority ethnic children for starting primary school: Integrating Health and Education 2015 Report by Race Equality Foundation	Data in relation to minority ethnic children.

3. Analysis of Impact:

<i>Protected Group</i>	Impact (mark with an 'X')			<i>Include Data and Analysis</i>
	Positive	Negative	None	
Age	X			<p>Data There are approximately 42,194 children and young people aged 0-19 in Kingston and 48,387 in Richmond and 36,198. In Kingston, the largest group within the 0-19 population are aged 0 to four years old; and in both Richmond and Windsor and Maidenhead, the largest group are those aged five to nine years old. The 0-19 population is expected to grow by 9.6% in Kingston by 2026 and by 4.4% in Richmond by 2026.</p> <p>Analysis The review strengthens policies and ways of working within Early Help and acknowledges that 'early help is not just for very young children, as difficulties may emerge at any point throughout childhood and adolescence'. Therefore the review has a positive impact on this protected characteristic as it aims to make services more accessible for all via partnership working and uniformed processes.</p>
Disability	X			<p>Data There are 1,201 children and young people with a Statement of Special Educational Need (SEN) or Education, Health and Care Plan (EHCP) in Kingston and 1,381 in Richmond.</p>

				<p>Analysis The review recognises the need to respond to ‘increased demand for emotional health services’ and ‘increasing needs in children with SEND and the early help that is needed to support families’. The recommendations made within the review will have a positive impact on this protected characteristic. The review aims to increase partnership working and the move to a borough based delivery model will make services more accessible to all children and families including those with disabilities. In addition the review recommends ‘dedicated roles in each borough should be developed to make new early help pathways effective and to support partners to use the Early Help Assessment.’</p>
Gender (Sex)			X	<p>Data The gender breakdown of males and females aged 0-19 is almost 50/50 in both Kingston and Richmond.</p> <p>Analysis The review and services delivered within Early Help cover all children, regardless of their gender. Therefore the review is not deemed to have a positive or negative affect on this protected characteristic.</p>
Gender reassignment			X	<p>The review and services delivered within Early Help cover all children, regardless of their gender assignment and therefore gender reassignment is considered to be of low relevance to this equality assessment. In addition, there will be an expectation that AfC staff will have an understanding of transgender and gender identity when working with service users. Therefore the review is not deemed to have a positive or negative affect on this protected characteristic.</p>
Marriage and civil partnership			X	<p>The review and services delivered within Early Help cover all children and young people, regardless of their or their families marital status. Therefore the review is not deemed to have a positive or negative affect on this protected characteristic.</p>

Pregnancy and maternity	X		<p>The review and services delivered within Early Help cover all children, the review sets out the expectation that when Early Help interventions are required that all children and young people have the necessary intervention. This includes unborn children and those that may be expecting a child. In making access to early help more consistently available and assessed via partners the review will likely have a positive impact on this group as signposting and access via health partners will be improved.</p>
Race/ethnicity	X		<p>Data 39.2% of children and young people in Kingston (not including White Irish or other White which accounts for 10.7%), 20.4% % from Richmond (not including White other, which accounts for 14.4%) are from a Black, Asian or Minority Ethnic (BAME) background. 50.1% of children and young people from Kingston (10.7% are White Irish or other White), 65.1% in Richmond. Kingston’s 0-19 population is more diverse than the population as a whole (Kingston BAME population is 31.0%). Similarly in Richmond, the 0-19 population is more diverse than the population as a whole (Richmond BAME population is 16.0%. It should be noted this does not include ‘White Other’).</p> <p>Analysis The review and services delivered within Early Help cover all children, regardless of their race or ethnicity. The review will have a positive effect on this protected characteristic as it aims to make services more accessible and aims to improve access to early help pathways for vulnerable families. There is also a focus on further implementing the Signs of Safety approach and the associated common language amongst partners, this will make language and terminology more consistent and easy to understand for those from minority ethnic backgrounds.</p>
Religion and belief including non-belief		X	<p>The review and services delivered within Early Help cover all children, regardless of their religion or belief system. Therefore the review is not deemed to have a positive or negative affect on this protected characteristic. AfC staff are expected to understand and respect a range of religions and beliefs and what they may mean for families i.e. diet. Achieving for Children will continue to take into account the use of certain local buildings</p>

			and partners for outreach services in relation to religion to ensure people do not feel unable to take part.
Sexual orientation		X	The review and services delivered within Early Help cover all children and young people,, regardless of their sexual orientation. Therefore the review is not deemed to have a positive or negative affect on this protected characteristic.
Other i.e. carer, or those on a low income	X		<p>Data Four million children in the UK are living in poverty, and the Institute for Fiscal Studies expects this to rise to five million by 2020.</p> <p>28% of those in poverty in the UK are disabled (3.9 million people) while a further 20% of people in poverty (2.7 million people) live in a household with a disabled person. Nearly half of poverty in the UK therefore is directly associated with poverty.</p> <p>Minority ethnic children in England are growing in number but are significantly disadvantaged in terms of the socio-economic status of their family and their educational and health outcomes. All minority ethnic groups, except Indians, have higher rates of poverty than the majority population.</p> <p>13.9% of children in Kingston, 9.6% of children in Richmond and 9.3% of children in Windsor and Maidenhead are living in poverty. This is significantly lower than the national average of 19.9%.</p> <p>Analysis The review and services delivered within Early Help cover all children, regardless of their income, location and care status. The review aims to increase partnership working to reach more vulnerable families and the move to a borough based delivery model will improve access to services. This will make services more accessible to both children and young people as well as parents and carers. The review is deemed to have a positive impact on these protected characteristics and in addition some of the protected</p>

characteristics that are closely linked with poverty, such as disability or ethnicity as it will improve service provision and access across the board.

4. What consultation have you undertaken in the development of this policy/ project or with stakeholders or critical friends?

<i>Consultation method</i>	<i>What feedback did you receive as part of the consultation?</i>
Needs Analysis and Survey with Partners	<p>Early Help partners survey, June 2019 Summary of Findings:</p> <p>The survey of partners (57) found a high level of confidence in thresholds, the Early Help Assessment and Signs of Safety.</p> <ul style="list-style-type: none"> ● 82.5% understand the LSCB thresholds ● 89.7% feel able to secure parents/carers engagement ● 91.6% have used the Early Help Assessment ● For those who haven't - 25% don't understand it, 25% don't have time, 25% are not trained ● But 63.6% do not need more support on the Early Help Assessment ● 81.8% believe the Early Help Assessment helps to reduce risk ● 90.9% feel that they are confident to act as the Lead Professional ● 85% have good knowledge of Signs of Safety but only 34.3% have practiced it ● 72.5% access advice from the Single Point of Access ● 66.6% would like an early help newsletter ● 65% would like e-learning training <p><i>Full feedback is available as appendices within the Review.</i></p>
User Surveys	<p>User surveys were conducted within the Family Support Services and Emotional Health Services</p> <ul style="list-style-type: none"> ● The EHS survey was given to parents/carers and children/young people following the completion of appointments and therapy sessions. The survey found that 93.3% of service users rated 'Certainly

	<p>True' in regards to Professionalism and Care. 84.4% of service users felt that the service was convenient. 89.3% would recommend EHS to others.</p> <ul style="list-style-type: none"> • The Family Support service survey was completed with a sample of 90 Family Support Service (Early Help) cases were randomly selected from currently open and closed cases within the last 6 months. This represents 30% of the currently active family support service caseload (305) and 7% of the annual cohort of families supported by the service during 2018/19. 89% of families were either satisfied or very satisfied with the service they have received from Family Support (Early Help). 3.3% of families expressed dissatisfaction with the service they have received. <p><i>Full feedback is available as appendices within the Review.</i></p>
Staff Survey	<p>Staff Survey on Strengthening Families Service</p> <p>Of 58 social workers and early help colleagues that responded, 34 had referred a family to the Strengthening Families Plus team. The majority (88%) had referred multiple times: 47% referred between one and five times; 15% between six and ten times; and 38% had referred more than ten times. Survey respondents reported that in their experience:</p> <ul style="list-style-type: none"> • Strengthening Families Plus team interventions had 'always' or 'often' reduced risk to children and young people • Strengthening Families Plus team interventions had 'always' or 'often' supported families to make sustainable change <p><i>Full feedback is available as appendices within the Review.</i></p>
Staff Engagement	<p>LSCB Early Help Workshop, 29 April 2019</p> <p>This event examined current practice, what is working well and what is not, what would help and potential solutions such as regular network events between professionals, understanding of all agencies' offers and expectations of service remit, solution focused training and an EHA tool with prompts for difficult questions to ask.</p> <p>Emotional Health Service workshop, 12 June 2019.</p>

	<p>This event examined what EHS is doing well, what EHS is worried about and ideas that could save or generate money.</p> <p>Early Help Stocktake event, 26 June 2019</p> <p>Summary of themes from the Early Help Stocktake event:</p> <ul style="list-style-type: none"> ● No clear strategic vision for early help services across Richmond and Kingston. It was agreed that partners would need to align key priorities so that together there is a clear focus on what needs to be achieved. ● Partnership working is essential to best support families. There should be efforts made to understand what partners need to work more closely with Achieving for Children. ● The current three cluster model in Achieving for Children is no longer considered optimal ● The early help assessment should be a common tool but simplification and support is needed ● Effective workforce development and training is essential for integrated working, high standards and consistency. There are some specific areas where training is needed, including dealing with complex cases, undertaking assessments and Signs of Safety. Alternative means of supporting the workforce were also discussed including organising professional or subject focused forums. <p><i>Full feedback is available as appendices within the Review.</i></p>
Meeting	Meetings between Senior AfC Leaders, Early Help practitioners and Partners.

5. Summary of Findings:

The EIA has not identified any barriers or negative impact in relation to protected characteristics and therefore activity recommended within the review should proceed.

The Early Help Review is a response to the challenging financial situation both locally and nationally and provides an opportunity to ensure that the Early Help offer remains sustainable and utilises the partnership working, that is becoming increasingly necessary, as effectively as possible. As such, it seeks to ensure that the overall impact of the changes are positive by focusing on ensuring those families who most need help and support are able to access it and that this is assessed in a consistent and fair way. The review also identifies what is working well within Achieving for Children and aims to build on and develop these strengths going forward by reviewing roles and improving quality assurance practices.

Review and next steps

One of the objectives of the current review is to ensure we get value for money from current resources and can plan ahead for future years with a design which will be future proofed as much as possible for the next three years. This will continue to be reviewed as recommendations are implemented and ways of working evolve.

Underpinning an Early Help Partnership is effective joint commissioning, particularly between the councils, CCG and Achieving for Children, this will be integral to the next phase of the Early Help Review. More work is required to ensure maximum impact across our partnership, and this will be scoped and aligned with other planned reviews and key projects across Richmond and Kingston Boroughs. These areas of activity might include:

- The first 1,000 days - an integrated system for infants and their families.
- Youth Provision - ensuring those who most need it receive this support
- Parenting Programmes - developing a partnership approach.
- Emotional Wellbeing and Mental Health - addressing the current levels of demand as a whole system
- Practice Model Review - articulating a comprehensive vision on the way we will all work with families in Kingston and Richmond..

Any significant areas of work undertaken as part of the next steps will be subject to an individual EIA.

6. ACTION PLANNING

What consultation have you undertaken with stakeholders or critical friends about the key findings? Include any identified data gaps.

<i>Issue identified</i>	<i>Planned action</i>	<i>Lead officer</i>	<i>Completion Date</i>
No issues identified at this stage.			

PUBLISHING THE COMPLETED ANALYSIS

Completed Date:

25 March 2020

Lead Officer:

Seema Sehgal

Signed off by (Director level):

Michael O'Connor, AD for Early Help

Please send your completed EIA to henry.kilpin@achievingforchildren.org.uk or edwina.gregory@achievingforchildren.org.uk for publication.