

## APPENDIX FIVE – SSA EQUALITY IMPACT AND NEEDS ANALYSIS

<b>Directorate</b>	<b>Children’s Services</b>
<b>Service Area</b>	<b>Early Help Division</b>
<b>Service/policy/function being assessed</b>	<b>Division staffing structure and delivery model</b>
<b>Which borough (s) does the service/policy apply to</b>	<b>Wandsworth</b>
<b>Staff involved</b>	<b>All staff in the Early Help Division</b>
<b>Date approved by Policy and Review Manager</b> All EINAs must be signed off by the Policy and Review Manager	21 May 2019
<b>Date submitted to Directors’ Board</b>	

### SUMMARY

**Please summaries the key findings of the EINA.**

**Current Situation:**

The Early Help Division is currently made up of a number of age or service specific teams led by five heads of service:

1. Early Years and Intervention Support – Early Years SEND, Children’s Centres, Early Years Advisory Support, 2, 3 and 4-year-old placements
2. Youth Services and YOT
3. Family Support – Thrive Together
4. FRP and Troubled Families
5. Innovation and Impact Team

The teams provide age specific support or issue specific support to a young person, child or family. The teams will work to engage with other services who would work to support children of different ages.

The current situation offers a stop start response to families, which means that if staff in a service feel they are unable to help with the presenting issues or that they do not meet their thresholds the case maybe closed or handed over to another service. This means that sustained change for families is difficult and they often find they have to repeat their story and may be given conflicting advice.

**Proposed Change:**

We are restructuring the Early Help services to enable us to work more effectively with whole families who need additional, targeted support to ensure the very best outcomes for children and young people in Wandsworth. We want to create a coherent community offer of Early Help, organised in three geographical clusters, in Battersea, Roehampton

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and Tooting. Services will also be delivered from schools and other community venues so that families who most need the services and support can access them easily.

This offer will include two multi agency teams working with 0- 19 years (0-25 years with SEND). There will be three teams: Early Childhood and Learning and Children Young People and Families. We will deliver evidence-based programmes that help children and families to have better, healthier relationships, to manage their behaviours and feelings in a more positive way, build resilience and encourage safe and sensible life choices.

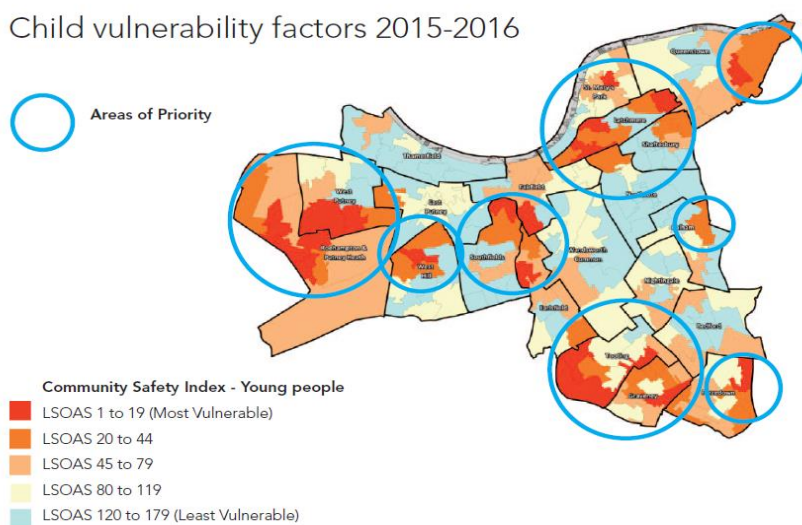
Early Help Practitioners will work in a whole family way using the Signs of Safety and Wellbeing Approach, undertaking a single assessment that identifies the needs of everyone in the family and a single plan will be developed with families that will then be shared with services that make up the Team around the Family (TAF). Early Help Practitioners within the cluster will take on the Lead Professional role for the whole family and ensure that the TAF delivers on the plan agreed by holding regular reviews. Targeted work undertaken with families will use evidence-based programmes that have proven to be successful.

### Why make the change?

We know from the JSNA, Public Health and the National Curriculum Key Stages that children in Wandsworth who live in the most deprived areas the IDACI 10% and 20% have a widening gap of disadvantage compared with their peers living in the more affluent areas. The key headlines can be seen in the attached Infographic (appendix A).

If we are going to close that gap, we need to ensure we identify early children and families who are starting to fall behind. In order to do that we have taken recognised indicators of vulnerability: children living in areas of high deprivation, children with SEND, BAME children and children in receipt of free school meals. The blue rings circled on the MAP below identify where the highest number of children with these indicators live within Wandsworth.

Child vulnerability factors 2015-2016



We want to ensure that we have the greatest impact on the most vulnerable families and that the services they need are easily accessible in settings and venues where they regularly attend or have easy access to. By engaging families early, we hope to reduce the number of families who step up in to statutory services and the costlier interventions that come out of this.

By working closely with partners in health and education we can work together to support families to manage risk and respond quickly when family circumstances changes that require support from targeted services.

**Positive Impacts of Change:**

- By engaging families early, we will bring about longer lasting positive changes.
- We will reduce the number of families who need a statutory intervention.
- By supporting families that step down from statutory services we will reduce the re-referral rate.
- Having named Early Help workers linked to schools will enable us to respond quickly to families and improve children's attendance at schools.
- By working with families to develop plans we will empower families to make decisions and seek support if challenges arise again.

**Challenges to Change:**

- This is a whole system and structural change to services and will take time to bed down, so ensuring the quality of service delivery to families is not affected will be a key priority.
- It will take time for the changes we are making to deliver the impact we have identified, and we will need to keep people apprised of how we are doing and where we are in reaching our milestones.
- As services make changes there will, for some families, be a sense of loss about services that have changed, and we will need to ensure that information is circulated widely so that people are prepared for the change.

**Wandsworth Children's Services Strategy for Early Help 2017-2021**

- The strategy sets out a five-year plan for re-organising and restructuring the Early Help Division. The changes identified in this EINA will contribute to ensuring we deliver against the actions set out in the strategy.

**1. Background**

**Briefly describe the service/policy or function:**

The function of Early Help is to be pro-active in providing extra help and support to children, young people and families by using approaches that promote and strengthen

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resilience. The Early Help Division will work in partnership with families using the Signs of Safety and Wellbeing approach to undertake a whole family assessment of need. The next step is to identify a lead professional to work with the family and key partners in health, education and the community to develop a single plan that supports the whole family to improve outcomes and empower families to help themselves and THRIVE. The Early Help Division delivery model will be the use of evidence-based programmes, supported by an AMBIT and Restorative Practice approach. A programme of activities and interventions is being developed in response to the contextual risk indicators of individual, family, school, community and peer group by offering activities that can support prevention as well as identify where children, young people or families will need a more intensive and targeted intervention. We will strive to intervene as early as possible when problems emerge, early in the life of a child and early in the life of the problem. To ensure we can do this we want to base our staff within the communities where we know risk indicators show children are more likely to struggle. We want to work closely with universal providers to identify and work with families to make changes swiftly and to keep in touch with families as children grow to ensure families have access to information and services that can continue to support them.

### **2. Analysis of need and impact**

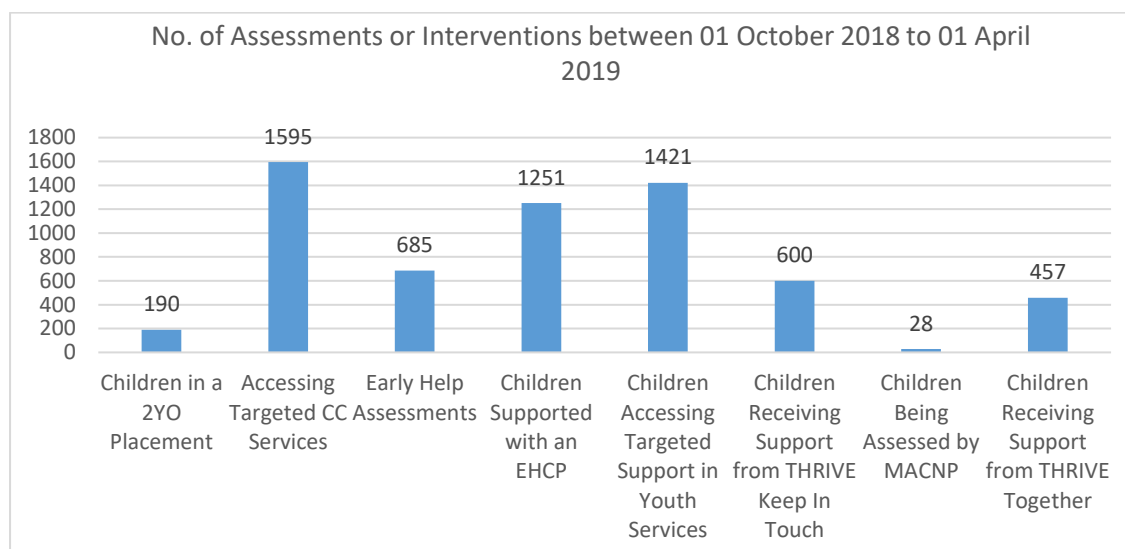
#### **Background**

Below is data that sets out what we know about the families we currently work with and where the data is telling us about areas of challenge.

The current child population in Wandsworth is 67,100, of which 33,000 are girls and 34,100 are boys. 12% of the child population live in the 10% most deprived IDACI areas. Of the school population 5,656 young people have a SEN which is 13% of the school population.

#### **Who we work with:**

The graphs below draw data from the Ofsted Annex A – list 2 Early Help which identifies the services and support that is available through the Early Help Division and the children and families who are accessing this support.



Annex A is run over a rolling 6-month period, during the period: 1<sup>st</sup> October 2018 and 1<sup>st</sup> April 2019:

- 6227 children accessed targeted support which is just under 10% of Wandsworth child population.
- During the period 96% of those children remained below the threshold for Social Work involvement.
- 42% of the children worked with were girls and 54% boys.
- The BAME breakdown of the children was 33% white 53% BAME – we know that around 54% of BAME children living in the borough living in either the IDACI 10% or 20% areas.
- 21% of the children we worked with had a SEND diagnosis.
- 21% of the children lived the IDACI 10% area and 33% in the 20% IDACI area.

#### **What we want to change:**

- We want to reduce the number of families who need a referral to statutory services.
- We want to improve the experience of a family by reducing the number of handovers.
- We want to empower parents to set their own goals and build resilience that means they feel better equipped to deal with the challenges.
- We want to ensure families that are vulnerable are able to access the services they need as soon as they need to.
- We want to use the data to better commission and shape the services to meet the needs of families.
- We want to reduce the high cost of statutory interventions by bringing about sustained changes for families early.

#### **Where do we want to do this?**

We want to take an innovative approach to our work, learning from examples of good practice and from research into the most effective programmes.

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We want to deliver services in ways that bring communities together in an intergenerational way. We will link in with the regeneration projects in Roehampton and Battersea, working with them and the local libraries to develop shared public spaces to deliver the THRIVE Hub concept. We will develop two multipurpose community spaces in Roehampton and Battersea for families and the wider community.

We will have TRHIVE Early Help Practitioners linked to the 35 primary, secondary, PRUs and special schools that are based in the areas of high deprivation, to engage early with families and work with them to assess and develop a plan that will make a positive impact.

### **What do we want to see following the changes?**

Following the changes, we would like to see an increase in the number of children accessing early help from the IDACI 10% and 20% areas in the borough, it currently stands that 53% of the children engaged in targeted support come from these areas.

We would like to see a reduction in the number of children who step up to statutory services, when they have engaged with targeted help, this currently stands at around 15%.

We would like to reduce the number of referrals of children by reducing the number of No Further Action cases that come into Children’s Specialist Services and close without accessing Early Help services.

We would like to ensure that every child and family who accesses Early Help has a whole family assessment and is involved in setting goals and agreeing a plan that will improve outcomes for all.

We want to ensure that families have a single Lead Professional (LP) when engaged with Early Help services, who holds the family plan and ensures that services are engaged in delivering the actions set out for all the family. A single LP will hopefully reduce the number of times families have to repeat their stories and to ensure we reduce drift when families move from one service to another.

Data for the tables below is taken from the Annexe A list 2 data that is compiled on children and families accessing targeted early help through Children’s Centres, Thrive Together, Youth Services, EY SEND Services, 2-year old education places and Keep In Touch Service and shows what we currently know about the families who are accessing our services. This information is required by Ofsted and covers child’s name, DOB, postcode, ethnicity and gender.

<b>Protected group</b>	<b>Findings</b>
<b>Age</b>	During the 6 month period: 1 <sup>st</sup> October to 30 <sup>th</sup> April 6227 children accessed targeted support which is just under 10% of Wandsworth child population. The breakdown of the age of children accessing these services is listed on the left below and this compares with the breakdown of the ages of children living in the borough on the right.

**Delivery of Early Help**

	<p style="text-align: right;">Wandsworth Population Projection (DataWand)</p> <table border="1"> <thead> <tr> <th>Age</th> <th>Annex A List 2</th> <th></th> </tr> </thead> <tbody> <tr> <td>0 to 4</td> <td>37%</td> <td>32%</td> </tr> <tr> <td>5 to 9</td> <td>19%</td> <td>28%</td> </tr> <tr> <td>10 to 14</td> <td>21%</td> <td>21%</td> </tr> <tr> <td>15 to 19</td> <td>22%</td> <td>18%</td> </tr> </tbody> </table> <p>80% of Devas attendees engaged through the youth activities offer are in the 10-19 age band in comparison to 39% of the population.</p> <p>Information is not available for attendees of Caius.</p>	Age	Annex A List 2		0 to 4	37%	32%	5 to 9	19%	28%	10 to 14	21%	21%	15 to 19	22%	18%
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0 to 4	37%	32%														
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<b>Disability</b>	<p>21% of children of the 6227 who engaged with targeted early help SEND services, it is likely that this would be higher if children engaged with non-specific SEND services had their SEND identified. 21% of the school population in Wandsworth has a SEND so the engagement with early help reflects that figure. For Devas the percentage is lower than the population at 8%. Data is not available from Caius.</p>															
<b>Gender (sex)</b>	<table border="1"> <tbody> <tr> <td>Females</td> <td>41%</td> </tr> <tr> <td>Male</td> <td>56%</td> </tr> <tr> <td>Unknown</td> <td>3%</td> </tr> </tbody> </table> <p>Gender at Devas mirrors the above. Data is not available from Caius. of the .</p>	Females	41%	Male	56%	Unknown	3%									
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<b>Gender reassignment</b>	Not currently recorded															
<b>Marriage and civil partnership</b>	Not currently recorded															
<b>Pregnancy and maternity</b>	Not currently recorded															
<b>Race/ethnicity</b>	<table border="1"> <tbody> <tr> <td>BME</td> <td>68%</td> </tr> <tr> <td>White</td> <td>32%</td> </tr> <tr> <td>Unknown</td> <td>12%</td> </tr> </tbody> </table> <p>Devas BME 77% White 12% Unknown 11%</p> <p>Data for Caius is not available.</p>	BME	68%	White	32%	Unknown	12%									
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<b>Religion and belief,</b>	This information is not recorded as part of Annex A but is held locally by services when families register with services															

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<b>including non belief</b>	
<b>Sexual orientation</b>	Sexual orientation is not asked of families completing an Early Help Assessment. Young people attending youth clubs are asked this question but it is voluntary and the response rate is too low to be taken as any kind of indicator.
<b>Across groups i.e older LGBT service users or bme young men</b>	The youth serviced does ask children when registering to identify their sexual orientation, but the majority of young people opt not to answer this question so it is not possible to give an accurate % of young people living in the borough who are LGBTQ+ living in the borough. But 2018-19 data tells us that 116 YP attended the LGBTQ+ youth club.

### Data gaps.

The table below highlights the current gaps we have in the data that relates to Early Help services and sets out how we hope to address this.

<b>Data gap(s)</b>	<b>How will this be addressed?</b>
<ul style="list-style-type: none"> <li>Data in Early Help is held on a range of systems and is often difficult to extract and cross match</li> <li>Data that shows the impact of the work undertaken with children young people and families</li> <li>Journey of the child – ensure that services are developed that minimize risk for a child at key point (commissioning process)</li> </ul>	<ul style="list-style-type: none"> <li>We are currently exploring how we can bring this information together to improve the quality and depth of the data we hold</li> <li>we are currently trialling the use of the 'Outcome Star' tool which is used to work with families to evaluate the impact of work undertaken</li> <li>Moving forward we will be bringing together the data and the evaluation of services and feeding this into the commissioning process</li> </ul>

### 3. Impact

The table below sets out the positive impact for protected groups as well as identifying how any negative impact will be negated as a result of the structural and service delivery changes being put forward.

<b>Protected group</b>	<b>Positive</b>	<b>Negative</b>
<b>Age</b>	Bringing together the early help services into cluster teams in communities where there is a high incidence of poverty, crime, child protection, low attainment	There will be a reduction in the universal offer, which will mean that for families living in the more affluent areas of the borough will not have cluster services based in their community but the improvements in



	<p>and poor health to support children from 0-19 and up to 25 with SEND will ensure that children will be support across transition point e.g. school changes, puberty, where there is known to be high levels of poor attainment.</p>	<p>the THRIVE Online Wandsworth website will ensure they have access to information about services that are available to their families.</p> <p>A high proportion of users of Devas (80%) are aged 10-19. Staffing of the offer at this centre will no longer be provided by the Council or at Caius. This is mitigated by the council providing a transition grant to organisations and overall staffing levels for this age range increasing, this means that young people will be able to access services in alternative locations and settings.</p> <p>The community led fund will target opportunities for the 10-19 age range.</p>
<b>Disability</b>	<p>There are a range of services that provide support to children and families with special needs within the Early Help offer in all services, the cluster teams will have and identified lead on SEND which will strengthen the inclusion of SEND in all activities and services.</p>	<p>Families can feel confused about changes to where they access services and changes to staff job titles, Thrive Online Website (Local Offer), phonenumber, text messaging and email service. We will ensure that we are keeping parents, carers and children and young people are well informed about venue changes and will ensure that families with SEND are kept informed directly.</p>
<b>Gender (sex)</b>	<p>There is a good gender mix for girls and boys accessing the range of Early Help services and the programme will continue to offer a wide range of activities that are open to all young people and that children and young people have been involved in shaping</p>	<p>Boys and girls living in the more affluent areas will have access to good quality information on the range of services available to them on the new Youth Page of the THRIVE Online Website launching in September 2019, and will continue to have a voice in shaping services through the Youth Council.</p> <p>There is a fairly equal balance of users of Devas who are boys and girls, so changes will impact both these groups equally when staffing of the offer at this centre is no longer be provided by the Council. This is mitigated by the council providing a transition grant to</p>

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		<p>both Devas and Caius and overall staffing levels for this age range increasing, this means that young of both genders will be able to access services in alternative locations and settings.</p> <p>The community led fund will target opportunities for both genders.</p> <p>In addition both genders will be able to access the opportunities across the borough.</p>
<b>Gender reassignment</b>	Youth service have commissioned Free2b which offers a targeted youth club designed for LGBTQ+ young people and the service also delivers a range of workshops for schools and youth workers to ensure they are inclusive and responsive to need.	These changes will not have a negative impact on the service users
<b>Marriage and civil partnership</b>	The whole family approach that that will be used by cluster teams to engage with families and assessing need will work with the network that a families, children and young people identify as key to them. We will take the broadest view of family and this will ensure that family networks are identified and can support all families however the immediate family unit presents.	These changes will not have a negative impact on the service user
<b>Pregnancy and maternity</b>	There are good links with Early Help and Community Nursing and the Family Nurse Partnership team and they deliver a range of service within the children's centres.	Some families may experience changes to where they access baby health clinics, but the THRIVE Online Wandsworth website will keep information about where services are based and contact details they require more information.
<b>Race/ethnicity</b>	BAME families living the 10% and 20% IDACI areas will have good access to services	There are more BME young people and families living in the 10% and 20% IDACI areas and therefore the over

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	<p>that are designed to targeted some of the key equalities impacts that are affecting our BAME communities in Wandsworth e.g higher number of black boys in the YOT, low school attainment amongst black boys.</p>	<p>representation of BAME residence will continue to be represented in the data. This will not be influenced by the changes at Devas and Caius as more resources are being directed to meet higher levels of vulnerability.</p> <p>70% of Devas service users are BME which is above borough average.</p> <p>Staffing of the offer at this centre will no longer be provided by the Council or at Caius. This is mitigated by the council providing a transition grant to organisations and overall staffing levels increasing to meet the needs of groups that may have additional vulnerabilities, this means that young people who are BME will be able to access services in alternative locations and settings.</p> <p>The community led fund will target opportunities for the 10-19 age range including young people who are BME .</p>
<b>Religion and belief, including non belief</b>	<p>Cluster teams as part of the development process for will undertake the 'Social Graces' equalities training which will help them to explore their views and how this can affect the they work with an assess other, there will be diversity champions in each cluster who will lead on issues of diversity.</p>	<p>These changes will not have a negative impact on the service user</p>
<b>Sexual orientation</b>	<p>Cluster teams will be open and interested in all families and young people and will be non-judgmental and supportive of who they are and who they love. The cluster will support and within the cluster team and wider community and understanding and sensitivity to how we support young</p>	<p>There may be member of the community who feel that being open in how we talk about sexual orientation is not in line with their moral or religious view</p>

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	people as they grown and deal with the challenges of understanding their sexual orientation. We will continue to offer a specialist youth provision.	
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**4. Actions**

<b>Action</b>	<b>Lead Officer</b>	<b>Deadline</b>
<ul style="list-style-type: none"> <li>Strategic groups to pick up fuller action plan for Early Help Division to ensure partner engagement at strategic level</li> </ul>	Rachel Egan	July 2019
<ul style="list-style-type: none"> <li>Pathway planning – to work with Children’s Specialist Service, SEND services and CAMHS to ensure that the early help pathway is linked into their pathways and picking up families quickly when needed</li> </ul>	Lucy Davies	September 2019
<ul style="list-style-type: none"> <li>Battersea early adopter pilot – to review the work that is happening to develop a cluster approach in Battersea linked to Yvonne Carr and Falconbrook School and to use the learning to support the role out of the three clusters</li> </ul>	Jennifer Stapleton	August 2019
<ul style="list-style-type: none"> <li>Informal consultation staff, partners, parents, young people to develop the programme for children from 5-19 years and up to 25 years with SEND (using the children’s centre consultation model)</li> </ul>	Lucy Davies	June-August 2019
<ul style="list-style-type: none"> <li>Committee Report June 2019</li> </ul>	Rachel Egan	May 2019
<ul style="list-style-type: none"> <li>Capital development in Roehampton and Winstanley/York Gardens linked to their regeneration programmes will develop a blueprint for a space that is intergenerational and supports the community</li> </ul>	Lucy Davies	December 2023
<ul style="list-style-type: none"> <li>JD, Evaluation and formal consultation HR</li> </ul>	Lucy Davies	May 2019
<ul style="list-style-type: none"> <li>Identify the short-term training needs for all staff to support their transition to the new working model and the longer-term training needs that will support on going professional development</li> </ul>	Lucy Davies	September 2019
<ul style="list-style-type: none"> <li>Provide transition grant to Devas and Caius of £25,000 per annum for a period of 2 years from April 2020 to enable them to develop alternative funding and delivery models which do not rely on Council staff delivering the offer.</li> </ul>	Jennifer Stapleton	October 2019
<ul style="list-style-type: none"> <li>Ensure children and young people direct the allocation of the community led fund and that this includes the 10-19 age range and children and young people from BME backgrounds.</li> </ul>	Lucy Davies	November 2019

5. **Consultation.** The table below sets out the informal and formal consultation processes that have taken place and have fed into the development of the new Early Help Structure and Service Offer.

The following consultation and engagement has taken place:

- Divisional Development Day – 5 divisional days have been used to explore how the division can strength and target the early help offer and this has fed into the current proposals
- Workshops with staff – 6 workshops have been run with staff in the Early Help Division to explore how clusters would work, how staff would work and what programmes should be offered
- Workshop with partners – 1 workshop with partners in schools and health explored how early help services should operate and how they should link to universal services
- Consultation with parents and partners in children’s centres – a range of consultation events have been carried out that have shaped what the 0-5 years children’s centre will look like and what activities will be part of the programme
- Questionnaire to Schools – a questionnaire has been sent out to schools that ask what the early help offer needs to provide and where should it be accessed
- Partnership event relating to the priorities for the health and care plan theme of start well.

The following consultation will be taking place:

- Consultation with young people – we will be consulting with young people and children in June July and August this will inform the programme of activities that are delivered as part of the Early Help Offer
- Theory of Change and logic model - this will take place at the end of May with the Senior Management Team for the Early Help Division and will start the process for ongoing development and reflection on the impact and value of early help work provided by the division
- Formal consultation with staff following the committee report will take place in July and August