

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration. In all appropriate instances we will need to carry out an equality, diversity, cohesion and integration impact assessment.

This form:

- can be used to prompt discussion when carrying out your impact assessment.
- should be completed either during the assessment process or following completion of the assessment.
- should include a brief explanation where a section is not applicable.

Directorate: Children and Families	Service area: Early Help
Lead person: Victoria Fuggles	Contact number: 0113 37 86840
Date of the equality, diversity, cohesion and integration impact assessment: 27/07/2023	

1. Title: Review of LCC Early Help Services
Is this a:
<input type="checkbox"/> Strategy / Policy <input checked="" type="checkbox"/> Service / Function <input type="checkbox"/> Other
If other, please specify.

2. Members of the assessment team:

Name	Organisation	Role on assessment team For example, service user, manager of service, specialist
Victoria Fuggles	LCC Early Help	Head of Early Help Services.
Lesley Wilkinson	LCC Early Help	Service Development Manager, Early Help.
Lyndsey Mortimer	LCC Early Help	Service Delivery Manager, Early Help
Victoria Gabriel	LCC Early Help	Service Delivery Manager, Early Help
Mej Chaudhry	LCC HR	HR Business Partner
Joedy Greenhough	LCC C&F	Policy, Planning & Procedures Officer
Brendan Tannam	LCC, CH&E	Senior Policy & Performance Officer
Geoff Turnbull	LCC, CH&E	Equality, Diversity & Inclusion Manager

3. Summary of strategy, policy, service or function that was assessed:

The Early Help Review was established with the over-arching aim of improving early help services within a context of achieving efficiencies by simplifying structures and processes as we help the city and the directorate to recover from the Covid-19 pandemic. The review builds on the expertise we have developed and the solid infrastructure we have established through consistent and innovative investment in our early help offer.

The review supports the objectives articulated in the Leeds Early Help Strategy, including keeping families at the centre of our decision making, taking an evidence-based approach to developing and delivering services and continued investment in a skilled, flexible and highly performing workforce.

The review is designed to address some of the current and more systemic challenges and operational drivers present in Leeds and nationally. These include: high numbers of adolescents and babies entering care; the importance of responding effectively to issues around contextual safeguarding such as exploitation and youth violence; the need to align with the national framework around Family and Community Hubs; addressing barriers families experience in accessing timely and appropriate services; supporting families experiencing poverty and inequality; and our commitment to becoming a Trauma Informed city.

The review brings a number of key services and teams together to establish an integrated family hub model in the localities as well as strengthening the Early Help response at the Front Door. This includes the Early Help hub teams, Signpost and the Restorative Early Support Teams. New job descriptions have been developed to support the new model.

The new structure relates to existing early help services within the local authority offered to children who require early help and support and as part of our early help approach/strategy. Without early help support, needs may escalate and they may need statutory support which is neither cost effective or gets best outcomes for children and families.

The impact on staff has been considered. There will be no compulsory redundancies as a result of the restructure but many job roles have been revised to ensure they are fit for purpose moving forward. Some new, additional posts have been created, using Supporting Families funding to meet service needs where we have identified gaps; for example, family help roles to support SEND. It is envisaged that most of the staff will be assimilated into posts within the revised structure. Although job roles have changed the vision and purpose of the family hubs remains in line with our current vision and strategy for Early Help.

HR and Finance advice has been sought throughout the process with informal consultations with trade unions have been undertaken along with extensive engagement with staff in scope and wider across the whole workforce in relation to the proposed service changes. This has included a survey to all the workforce, service and individual team discussions. Following the survey, a number of changes were made to the initial structure to reflect the feedback from the workforce.

The impact on children, young people and families has been considered. The structure and working arrangements will streamline referrals and access to support for families. Integrating services under one model will lead to smarter working and more effective delivery of timely support to families. The structure also increases the Authorities capacity to support the most vulnerable children in the city, including those with SEND.

4. Scope of the equality, diversity, cohesion and integration impact assessment
 (Complete - 4a. if you are assessing a strategy, policy or plan and 4b. if you are assessing a service, function or event)

4a. Strategy, policy or plan
 (Please tick the appropriate box below)

The vision and themes, objectives or outcomes	<input type="checkbox"/>
The vision and themes, objectives or outcomes and the supporting guidance	<input type="checkbox"/>
A specific section within the strategy, policy or plan	<input type="checkbox"/>

Please provide detail:

4b. Service, function, event
 please tick the appropriate box below

The whole service (Including service provision and employment)	<input type="checkbox"/>
A specific part of the service (Including service provision or employment or a specific section of the service)	<input checked="" type="checkbox"/>
Procuring of a service (By contract or grant)	<input type="checkbox"/>

Please provide detail:

Key decision report to implement a new structure as part of the development of community and family hubs. These proposals, fully realised, will lead to;

- The development of seven family and community hubs that will each have a specific reach area but together will cover the whole of the city.
- An increase in the number of case-holding practitioners supporting families in their own communities.
- Increased capacity of Early Help practitioners at the front door safeguarding hub to ensure timely support to families and safely reduce the number of inappropriate

referrals to social work teams. This includes establishing a permanent Early Help Manager at the Front Door.

- Development of the Families First team to enable a greater focus on innovation and supporting workforce development and the alignment of the Rethink team to Families First.
- Bringing a number of teams together (REST, Early Help Hubs, Signpost) to create a family hub model that will include social workers to enable us to develop “family help” as outlined in the review of social care (Josh McAllister).
- A model that will enable greater integration with partners to deliver more community-based support in line with the national family hub framework.
- The review streamlines and realigns the services within Early help to meet the needs of future service provision. The proposed structure changes have sufficient posts to facilitate existing staff through assimilation , regrade and suitable alternative posts, potentially without the need for MSR.

5. Fact finding – what do we already know

Make a note here of all information you will be using to carry out this assessment. This could include previous consultation, involvement, research, results from perception surveys, equality monitoring and customer/ staff feedback.

(Priority should be given to equality, diversity, cohesion and integration related information)

- Our Children’s Services were assessed as outstanding by Ofsted in May 2022.
- There is anecdotal feedback from both parents and partners that our current system is difficult to navigate and our pathways into services are not clear.
- The proposal will build on existing locality-based working which was identified as something the authority should build on in the peer review undertaken last year.
- This proposal will lead to increased capacity to meet the needs of vulnerable children and young people, including those with SEND.
- Jan 22- December 22 – There were 13,500 Early Help contacts in total for this period. Early Help contacts cover requests for support from Mindmate SPA (CYP mental health support), Early Help notifications (services informing us they are working with families) and Family Action (commissioned service logging involvement). It is worth noting that not all early help activity is recorded on mosaic as not all partners delivering early help use mosaic. There is on going work to address this.
- Of these Early Help Contacts, there were (4167) without ethnicity recorded. These account for around 1 in 3 early help contacts so this is an area for development. There were also 362 contacts that were unknown e.g., recorded as ‘information not yet obtained’ or ‘refused’.

Table below, breakdown of EH contacts by ethnicity group (Jan22-Dec22) excluding contacts without ethnicity recorded or where they were unknown (information not yet obtained, refused)

Ethnicity Group	Asian or Asian British	Black or Black British	Chinese	Mixed/Dual background	Other Ethnicity	White British	White Other
%of EH contacts	5.6%	5.5%	0.1%	8.9%	1.9%	73.6%	4.5%

- White Eastern / Western European is categorised differently on Mosaic making it difficult for a direct comparison.
- There is over representation of some ethnicity groups i.e., White British 73.6% compared to 60.1% census data and Mixed / Dual background 8.9% compared to the 7.5% census data.
- There is under representation of some ethnicity groups i.e., Asian or Asian British children 5.6% compared to 12.0% in the census data and Black or Black British children 5.5% compared to 8.3% in the census data.

Table below, school census January 2023, Reception to Year 11 pupils by ethnicity group

All pupils									
January 23 School Census	Asian or Asian British	Black or Black British	Chinese	Mixed/Dual background	Other Ethnicity	Unknown	White British	White Other	Grand Total
R-Y6	12.2%	8.5%	1.0%	7.7%	2.6%	1.1%	59.9%	7.0%	100.0%
Y7-Y11	11.7%	8.0%	0.9%	7.1%	1.9%	3.3%	60.7%	6.4%	100.0%
Total (R-Y11)	12.0%	8.3%	0.9%	7.5%	2.3%	2.0%	60.2%	6.7%	100.0%

Pupils from 0-20% IMD only									
January 23 School Census	Asian or Asian British	Black or Black British	Chinese	Mixed/Dual background	Other Ethnicity	Unknown	White British	White Other	Grand Total
R-Y6	15.0%	15.8%	0.6%	8.8%	3.3%	1.3%	44.7%	10.4%	100.0%
Y7-Y11	15.5%	14.6%	0.6%	8.4%	2.5%	4.6%	44.6%	9.3%	100.0%
Total (R-Y11)	15.2%	15.3%	0.6%	8.6%	3.0%	2.6%	44.7%	10.0%	100.0%

- Across the whole city, if focusing on just those from the 20% most deprived areas on the assumption they are more likely to require support and are a better comparator for Early Help services.
 - The proportion of Black and Black British cohort rises from 8.3% to 15.3%. So, where we thought there was some under-representation in early help, the gap is likely bigger than first estimated. This is a significant issue to address.
 - The proportion of White British pupils drops from nearly 62% of all pupils to 46% of pupils in the most deprived areas.
 - When comparing EH contacts to all pupils, mixed/dual background appeared to be slightly over-represented. When compared to the pupils in the 20% most deprived areas, the representation is much more closely aligned 8.9% of EH contacts and 8.6% school census (0-20% IMD only).
 - Around four out of every five Black or Black British pupils are living in the 20% most deprived areas of the city, compared to one in three White British pupils. See table below that looks at the proportion of students (Reception to year 11) in the most deprived areas (0-20%) compared to the top (80%) by ethnicity group. This table excludes Leeds pupils who live outside Leeds but attend Leeds Schools. Add further details somewhere in EIA.

	Ethnicity Group (Pupils living in Leeds only)								
Jan23 School Census	Asian or Asian British	Black or Black British	Chinese	Mixed/ Dual background	Other Ethnicity	Unknown	White British	White Other	Grand Total
IMD 0-20%	54.8%	81.1%	29.2%	51.3%	56.8%	58.2%	33.0%	65.8%	44.4%
IMD top 80%	45.2%	18.9%	70.8%	48.7%	43.2%	41.8%	67.0%	34.2%	55.6%

- The Supporting Families Programme have provided an indicative funding statement until 2025, which includes the target number of outcomes they want us to achieve. In 2023-24 we need to achieve sustained outcomes for 2,054 families and in 2024-25 this increases to 2,540. As an Earned Autonomy area Leeds will be expected to exceed these targets. Earned Autonomy is a status that gives us all payment by results funding up front on an annual basis. Leeds is just one of 14 authorities nationally to have this status.
- In order to achieve/ exceed the targets as set out above, services will need to work with at least 11,728 families before October 2024 particularly those that are currently significantly under-represented. This emphasises the need to invest in the LCC Early Help workforce and more accurately report on early help activity taking place across the partnership. This will also require an investment to increase capacity in workforce development.

The equality impact on staffing as a result of this proposal is pending and will be considered as part of formal consultation.

Are there any gaps in equality and diversity information - Please provide detail:

We understand the demographics of our local communities and families accessing support through early help but need to improve practitioners recording of protected characteristics of the children, young people and families they are working with. Around 1 in 3 early help contacts did not record ethnicity, this was slightly improved in assessments where the figure reduced to 1 in 6, however that is still a significant proportion (17%) not capturing ethnicity. There needs to be a concerted push to encourage all early help services to record this information. This has been further endorsed within the new paperwork for early help that has been launched and the training is emphasising how important the recording of ethnicity is.

Action required:

Continue to monitor the demographics of the Early Help cohort to ensure we are reaching out and working with families from all communities in the city and responding appropriately to their needs.

Actively address the under-representation of certain cohorts of families such as, Black and Black British and Asian and Asian British, accessing early help services.

Continue the ongoing work regarding systems development and the use of a common set of documentation. New paperwork has recently been launched to align with the supporting family's outcomes and provide a common shared approach to undertaking an early help assessment. Over 500 practitioners have been to the training, and this will support a

common approach across the partnership.

Workforce development/training activity to ensure practitioners are competent in using the new recording system and are fully aware of the importance of recording the protected characteristics of the families they are supporting.

6. Wider involvement – have you involved groups of people who are most likely to be affected or interested

Yes

No

Please provide detail:

There has been extensive consultation on the proposals across the whole system. This has involved the workforce, their representative, partners and leadership. The proposals have been developed jointly with service development managers in Early help through a workstream which has met regularly to develop the structure, pathways and supervision arrangements. This has involved all Team managers and service development managers.

Proposals have been revised following the wide consultation and changes have been made to the proposals following the feedback. There is a consensus that the family hub model is the correct direction of travel. The workforce and their representatives will continue to be fully informed of and involved in the development and implementation of these proposals.

The needs of all children and families within the city will be taken into account in designing the specific aspects of the family hubs. The family hub framework advocates that parental engagement and involvement is vital, perhaps through the establishment of parent panels to support co-production and it is something that we will be exploring to inform service development and ensure hubs are centred around the needs of local communities/families. This will ensure that their needs are better met overall through the expansion of services available to support them and tailored to specific needs of the community.

Action required:

Further communication and consultation with affected staff teams. Where individual's job roles have significantly changed, individual discussions will take place with them to understand and address any impact on them.

Further communication and consultation with partners, families/carers, children and young people will take place as the programme develops and is implemented.

7. Who may be affected by this activity?

please tick all relevant and significant equality characteristics, stakeholders and barriers that apply to your strategy, policy, service or function

Equality characteristics

Age

Carers

Disability

Gender reassignment

Race

Religion
or Belief

Sex (male or female)

Sexual orientation

Other

(Other can include – marriage and civil partnership, pregnancy and maternity, and those areas that impact on or relate to equality: tackling poverty and improving health and well-being)

Please specify: These proposals will see the development of family hubs and services to support children and young people including those with SEND. It will improve outcomes including health and wellbeing and safeguarding of children and young people in addition to preventing children/families from unnecessary escalation to statutory services.

Stakeholders

Services users

Employees

Trade Unions

Partners

Members

Suppliers

Other please specify.

Potential barriers

Built environment

Location of premises and services.

Information
and communication

Customer care

Timing

Stereotypes and assumptions

Cost

Consultation and involvement

Financial exclusion

Employment and training

specific barriers to the strategy, policy, services or function

Please specify –

Employment/ Recruitment – there are current challenges in recruitment that will need to be overcome. Existing post holders will be asked to preference which family and community hub they would like to be based in and any remaining posts will be recruited to through a fair and transparent recruitment process.

We will work to ensure that the communities the family and community hubs are based within are reflective of the ethnic diversity of the population and will encourage applications from ethnically diverse applicants and applicants with other equality characteristics.

Location of Premises/ Services – working closely with asset management, we will identify the right premises to meet the needs of communities to ensure accessibility, the provision of individual and group work and an outreach approach will take place to ensure no community is disadvantaged by the location of the premises/ services. The provision of services will be equitable for all families living in localities, moving away from an inequitable approach in terms of current arrangements, e.g., Cluster/ Non-Cluster schools and provision of the Restorative Early Support Teams which currently only works across a small part of the City.

8. Positive and negative impact

Think about what you are assessing (scope), the fact-finding information, the potential positive and negative impact on equality characteristics, stake holders and the effect of the barriers.

8a. Positive impact:

The family hub will provide a more effective and timely response to the needs of all children and young people in the city reducing the need for statutory intervention and preventing escalation of needs.

Additional practitioners at the Front Door will enable timely responses and ensure the right support at the right time. It will also reduce the traffic through the FDSH and ensure the right cases are going through to the social work teams.

Additional practitioner's posts will be created and recruited to. This presents a valuable opportunity to consider how best we can ensure the demographic of the Early Help workforce better reflects the diverse communities of the city.

An integrated approach will enable a greater sharing of knowledge and skills and support workforce development.

Pathways into support will be much clearer for both children and families and partners.

Action required:

Work in partnership with the workforce and partners to ensure that the new processes are being effective in terms of being easier and quicker to navigate and that their views are used to inform future service development.

Service and HR colleagues to work closely together to establish a recruitment plan that promotes diversity to maximise the opportunity to develop a workforce that reflects the population of Leeds and the communities we service. Use of inclusive recruitment guidance.

8b. Negative impact:

These proposals do not have a negative impact on the Council's obligations under equality law.

Action required:

9. Will this activity promote strong and positive relationships between the groups/communities identified?

Yes No

Please provide detail:

This will enable staff to provide timely support, reduce pressure on FDSH, increase support for children with SEND, build stronger relationships through locality working and support positive relationships with children and families and partners.

The high visibility of the Family & Community Hubs will help and support more families to understand where they can seek and receive Early Help support.

Action required:

The development of a communication plan, aimed at families and partners to promote and explain the functions of the family and community hubs.

10. Does this activity bring groups/communities into increased contact with each other? (For example, in schools, neighbourhood, workplace)

Yes No

Please provide detail:

The family hub model builds on locality working and relational practice. Its aim is to bring local partners together under one shared vision to provide a cohesive offer of support to children and families and build cohesive community links. Our model in Leeds is based on adopting an Asset Based Community Development approach to build social capital and resilience. Maybe suggest adding info about ABCD approach earlier on in EIA?

Through a collaborative approach we can best meet the needs of children and families within local communities and build on strengths. It provides a clear pathway into services but underpinned by co-production with partners and children and families.

Action required:

A city-wide engagement strategy to ensure that all partners and children and families are involved in service development and have a strong voice in its development.

11. Could this activity be perceived as benefiting one group at the expense of another? (For example, where your activity or decision is aimed at adults could it have an impact on children and young people)

Yes

No

Please provide detail:

This is a service for all children and families who need early help support. There are no strict criteria for receiving early help services. Early help is a collaborative approach not a provision and relies on local agencies working together effectively with families to identify who needs help and then to meet their varied needs.

Action required:

No action required.

12. Equality, diversity, cohesion and integration action plan

(Insert all your actions from your assessment here, set timescales, measures and identify a lead person for each action)

Action	Timescale	Measure	Lead person
Continue to monitor the demographics of the Early Help cohort to ensure we are reaching out and working with families from all communities in the city and responding appropriately to their needs.	Ongoing but with a review date of December 2023	<ul style="list-style-type: none"> Increased number of Early Help contacts & plans. Reduced number of contacts without a recorded ethnicity Early Help contacts better reflect the demographics of the city, particularly of the most deprived areas of the city 	Families First Service Delivery Manager with support from FF Business Intelligence and Hub Managers
Continue the ongoing work regarding systems development and the use of a common set of documentation.	Ongoing but with a review date of December 2023	<ul style="list-style-type: none"> Increased number of Early Help contacts & plans. Reduced number of contacts without a recorded ethnicity 	Families First Service Delivery Manager with support from FF Business Intelligence and Hub Managers
Workforce development & training activity to ensure practitioners are competent in using the new recording system and are fully aware of the importance of recording the protected characteristics of the families they are supporting.	Ongoing but with a review date of December 2023	<ul style="list-style-type: none"> Increased number of Early Help contacts & plans. Reduced number of contacts without a recorded ethnicity Earned Autonomy outcome targets being achieved. 	Families First Service Delivery Manager with support from FF Business Intelligence and Hub Managers
Further communication and consultation with affected staff teams. Where individual's job roles have significantly changed, individual discussions will take place with them to understand and address any impact on them.	October to November 2023	<ul style="list-style-type: none"> Staff being effectively supported to take on new roles. Reasonable adjustments being identified and put into place. Positive Health & Well-being across the workforce 	Appropriate Early Help Managers
Further communication and	Ongoing but with a	<ul style="list-style-type: none"> Parent/carer Panels or forums established in 	Early Help Service

Action	Timescale	Measure	Lead person
consultation with partners, families/carers, children and young people will take place as the programme develops and is implemented.	review date of December 2023	each of the Hubs. <ul style="list-style-type: none"> • Partners reporting, they understand the functions of LCC Early Help Services 	Delivery Managers with support of the Family & Community Hub Managers and the Voice, influence and Change team
Work in partnership with workforce and partners to ensure that the new processes are being effective in terms of being easier and quicker to navigate and that their views are used to inform future service development.	Ongoing but with a review date of December 2023	<ul style="list-style-type: none"> • Evidence that Early Help Front Door contacts are being actioned quicker. through performance indicators and case studies? • Reduced re-referral rates. • Positive feedback from partners 	Family & Community Hub Managers, Early Help Manager @ Front Door
Service and HR colleagues to work closely together to establish a recruitment plan that promotes diversity to maximise the opportunity to develop a workforce that reflects the population of Leeds and the communities we service.	By December 2023	<ul style="list-style-type: none"> • Early Help posts successfully recruited to • Equality data demonstrates the Early Help workforce better reflects the demographics of Leeds 	Early Help Service Delivery Managers with support of HR Business Partners
The development of a communication plan, aimed at families and partners to promote and explain the functions of the family and community hubs.	By December 2023	<ul style="list-style-type: none"> • Early Help Services being effectively promoted. • Families and partners reporting they understand the Early Help offer in Leeds and know where to go for help 	Early Help Service Delivery Managers with support of Family Information Service, communication team
A city-wide engagement strategy to ensure that all partners and children and families are involved in service development and have a strong voice in its development.	Ongoing but with a review date of December 2023	<ul style="list-style-type: none"> • Local governance arrangements are in place for each hub which include key partners. • Evidence available to demonstrate how service users have been involved in service development and design. 	Early Help Service Delivery Managers with support of the Family & Community Hub Managers and the Voice, influence and Change team

13. Governance, ownership and approval

State here who has approved the actions and outcomes from the equality, diversity, cohesion and integration impact assessment

Name	Job title	Date
Victoria Fuggles	Head of Early Help Services	21 st November 2023
Date impact assessment completed.		November 2023

14. Monitoring progress for equality, diversity, cohesion and integration actions (please tick)

- As part of Service Planning performance monitoring
- As part of Project monitoring
- Update report will be agreed and provided to the appropriate board. Please specify which board
- Other (please specify)

15. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality impact assessment should be attached as an appendix to the decision-making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality impact assessments that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached assessment was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate .	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent: