

APPENDIX 6:
EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	Development of Family Hubs – in relation to 19/20-20/21 Budget Proposals CYP008
DEPARTMENT:	Children and Young People
TEAM:	Early Help
LEAD OFFICER:	Sue Gates
DATE:	20/08/19

NB: Please ensure you have read the accompanying EA guidance and instructions in full.

SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Development of Family Hubs from the existing Children’s Centres by reduction of the current number of 16 Childrens Centres to 8 integrated Family Hubs. Children’s Centres remit is families with children 0-5 whereas Family Hubs will bring together the focus of whole family approach from 0-18 (25 for those of SEND) supporting in various aspects. Families currently accessing Children’s Centres will still be able to access a range of services through the Family Hubs. There will be a level of universal services but also a focus on targeted provision to support those groups with the greatest level of need. This supports the recommendations in the OBR reports as well as objectives int the borough plan. The 8 proposed sites are targeted in areas of the borough with the highest usage and levels of deprivation as well as taking into consideration the size and locality of these. The development of the 16 Children’s Centres into eight integrated Family Hubs for Brent families would consolidate many services into one place creating ease of access for the families therefore offering a complete holistic service that addresses the needs as a whole.

The agreed Family Hub Design Principles are:

- **Accessible and Safe:** An easily accessible service in an inclusive, safe and welcoming environment
- **Integrated:** A professional service that is committed to working as a partnership, with truly integrated pathways
- **Whole Family Approach:** A whole family approach is embedded across the service
- **Universal and Targeted Services:** A service that includes a universal offer and targeted provision for those most in need
- **Community Focused:** A service which is shaped by the community voice and builds on and connects with local community assets (including organisations and groups)
- **Early Intervention:** A flexible and collaborative service which responds early to the needs of Brent families

- **Outcome Focused:** A quality service which achieves improved and measurable outcomes for families

2. Who may be affected by this policy or proposal?

Families with children and young people 0-18, increasing to 25 years for those of SEND. A variety of services will be on offer across all the Family Hubs and families can access services that suit their needs across all 8 Family Hubs.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Due to the proposed objectives of the Family Hubs as integrated centres supporting families with children and young people 0-18 (25 for SEND) we feel that the public sector equality duty will be fulfilled.

The Family Hubs will have a range of support and services a family will need that will include health, family support, parenting, family learning, information, advice and guidance to offer a whole family approach.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age			x
Sex		x	
Race		x	
Disability			x
Sexual orientation		x	
Gender reassignment		x	
Religion or belief		x	
Pregnancy or maternity	x		
Marriage		x	

5. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	x	
Does the policy or proposal relate to an area with known inequalities?		x
Would the policy or proposal change or remove services used by vulnerable groups of people?	x	x
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	x	
If you have answered YES to ANY of the above, then proceed to section B. If you have answered NO to ALL of the above, then proceed straight to section D.		

SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

Following a wide range of community research and engagement with local residents and stakeholders throughout 2017-2018, Outcome Based Reviews (OBRs) recommended more hub-based service delivery that enables holistic support in addressing the needs of the whole family.

This approach of integrating services to offer a hub approach has already been successfully tested through the Brent Hubs model which, at the Harlesden Community Hub, has been developing and coordinating a range of Brent and partner organisation services to respond to local needs since early 2017

Key pieces of work completed by the Family Hubs task and finish group include developing and agreeing Design Principles to underpin development of the model, which have been approved by the Working with Families Strategic board, reporting to the Children's Trust. The change team has also carried out a range of different engagement activities across the borough and also supported with prototyping of the services to be delivered at one of the centres.

Statutory Children's Centre consultation took place from 26 June 2019 – 3 August 2019 where current users of the children's centres which are being redeveloped into the Family Hubs had a chance to share their views on what is important to them. A total of 545 surveys were completed. Various focus groups were also delivered during the consultation period in the Children's Centres where multi-disciplinary staff, stakeholders, partners, and parents were engaged. The draft consultation report will be available from 30 August.

Two public consultation meetings were also delivered to welcome views from the general public, we had a total of six in attendance to these meetings. Feedback from these meetings:

What services do you see as most helpful for you, your family or your community?

- “Balance between targeted and universal – sometimes universal are enough to intervene / prevent targeted needs”.
- “Knowing each community and the specific needs”.
- “Try and keep communities together – it’s free!”.

How can we ensure hubs are community focussed and make appropriate links with other services?

- “Opportunities for parents and services to get to know each other – early years settings – SEND, 0-25 years, home learning in early years, transitions 0-25”
- “Targeting support – sharing data across (protocols)”
- “Parent champions 0-25”
- “For non-targeted youths (majority), youth clubs with facilities, from 11 years onwards”.

How can we show our family hubs are user friendly for all age groups?

- “Young people are consulted”
- “Young mentors/volunteers (NS recruits / Duke of Edinburgh award)”
- “More male role models required”

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	Due to the target age group of the Family Hubs, 0-18 (25 for SEND) will mean that they will not be accessible for the older residents. However this risk is mitigated due to the range of services available to the community. The recently opened Community Hubs will also support to mitigate this risk as these are designed to be accessible to all. We will collect data on our users to ensure that we understand who use the Family Hubs and how we can ensure that those protected characteristics are not discriminated against and that our services also meet the needs of the users.
DISABILITY	
Details of impacts identified	All the proposed sites will be fully accessible for all and we have developed transport link maps for individual sites that can be made accessible to the users of the Family Hubs. This risk will be further mitigated by having outreach / family support workers who can support with accessing the sites should there be the need, as well as carrying out home visits. We will collect data on our users to ensure that we understand who use the Family Hubs and how we can ensure

	that those protected characteristics are not discriminated against and that our services also meet the needs of the users.
RACE	
Details of impacts identified	We know that Brent is a diverse borough with many races and languages spoken, our workforce will also reflect this. We will utilise the skills of the staff within the hubs to support with translation where there is a need. We will also hope to use parents as champions / volunteers who can be teamed up with families who may speak little English or are isolated. We will collect data on our users to ensure that we understand who use the Family Hubs and how we can ensure that those protected characteristics are not discriminated against and that our services also meet the needs of the users.
SEX	
Details of impacts identified	We will collect data on our users to ensure that we understand who use the Family Hubs and how we can ensure that those protected characteristics are not discriminated against and that our services also meet the needs of the users.
SEXUAL ORIENTATION	
Details of impacts identified	Not Applicable
PREGANCY AND MATERNITY	
Details of impacts identified	Not Applicable
RELIGION OR BELIEF	
Details of impacts identified	Not Applicable
GENDER REASSIGNMENT	

Details of impacts identified	Not Applicable
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	Not Applicable

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No as Family Hubs will be intended to have a 'whole family approach' allowing children and young people from 0-18 to access services from a hub, this is further extended to 25 if they have any SEND needs. The hubs will consist of targeted intervention and also some universal services that will be open to all. Services will be carefully co-ordinated across the Family Hubs and the intention is to develop these as part of an integrated service with the Public Health 0-19 years' service. The 0-19 service is a universal service with the delivery of the Healthy Child Programme at its heart. Following the transfer of responsibility for commissioning of children's public health services to the local authority under the Health and Social Care Act 2012, the service has been redesigned and re-commissioned. Accessibility has been considered with the sites as well as level of need. The transport link maps will support families to access the Family Hubs with ease.

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Statutory Children's Centre consultation took place from 26 June 2019 – 3 August 2019 where current users of the children's centres which are being redeveloped into the Family Hubs had a chance to share their views on what is important to them. A total of 545 surveys were completed. Various focus groups were also delivered during the consultation period in the Children's Centres where multi-disciplinary staff, stakeholders, partners, and parents were engaged. The draft consultation report will be available from 30 August.

Two public consultation meetings were also delivered to welcome views from the general public, we had a total of six in attendance to these meetings. (Comments as in 1b)

The change team has also carried out a range of different engagement activities across the borough and also supported with prototyping of the services that were delivered at one of the centres.

5. Please detail any areas identified as requiring further data or detailed analysis.

Continuous review – take up data within the Family Hub – is this reflective of the families within the area and the targets that are yet to be identified for the Hubs.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

By ensuring that we develop an integrated service and specification that meets the needs of the whole family, negative impacts will be mitigated. However in order to ensure that we continue to have negative impact, Brent will need to ensure continuous review and develop an effective performance management / governance model. We must understand the importance of user feedback and also being reactive to the community needs whilst supporting to meet the borough plans.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Regular reviews - performance management cycle for the Family Hubs, (yet to be agreed) involves scrutiny on data against set targets which are also yet to be agreed, contract management with commissioned providers and clear quality improvement strategies to be in place. Reviews are likely to take place on a quarterly basis. Suitable governance framework will need to be developed and in place prior to start of delivery.

SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

Designing a Family Hub model for Brent presents many new opportunities. These include identifying families with multiple needs as early as possible, no matter what service they first come into contact with. The aim is to make sure that any contact with a practitioner will lead to the right intervention at the right time, with greater accountability across all agencies for identifying need earlier. This offers the best route to families understanding and making changes that improve their coping skills and life chances. The Family Hub model provides opportunities to bring together or link more closely with services including (but not limited to) those in the following list. Some will be provided by key commissioned partners or by Early Help and some will be arranged and coordinated by the commissioned service:

0-5 years		
Midwifery services Antenatal classes / clinics Postnatal clinics Dads antenatal Bumps and babies	Health visiting services Well baby weighing clinic Breastfeeding support Development reviews Preparation for birth and parenthood Introducing solids Immunisation clinics	Parenting support Parenting programmes; Triple P, Strengthening Families Strengthening Communities, Solihull
Family support 1-2-1 Family support Family support drop ins DVIP Support	Transitions Primary School application surgery Transition to Primary School	Family Health Oral health SALT services Perinatal clinic
Early Education NEG Eligibility surgery CFIS Surgery		

Target sessions for low attainment groups (Boys of Black Caribbean Heritage)		
5-11 years		
Family Support 1-2-1 Family support Family support drop ins DVIP Support	Transitions Secondary School applications surgery Transition to Secondary School	Out of school services Homework club Family nights Family cooking Holiday activities Trips
12-18 years		
YOS Services Parenting programmes Youth outreach programme (addressing issues such as gangs, knife crime, county lines) Mentoring programme Holiday programmes	Family Support 1-2-1 Family support Family support drop ins DVIP Support	
SEND		
Family support 1-2-1 Family support SEND Parent support drop in	Stay & Play Portage Stay & Play SEN Stay & Play	Specialist services BOAT (Brent Outreach Autism Team) BUSS Group (Brent Under Fives Sensory Support)
Parenting Programmes Stepping Stones Cygnet		
General		
Information Advice and Guidance JCP CAB Benefits surgery NEG Eligibility surgery Employment surgery Housing advice Family law clinic Made of Money	Family and Community learning Brent Start adult education English conversation ESOL Functional skills Family learning / Home learning	Parent partnership / Stakeholder engagement Coffee mornings Volunteer programme / parent champions You say we did sessions
Family Health Healthy living programme / Weight management DOR therapy Mental Health Support Oral health Sexual health Smoking Cessation	Dad's programme Dad's stay & play Engagement activities Trips	

SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	X
B	JUSTIFY AND CONTINUE THE POLICY/PROPOSAL	
C	CHANGE / ADJUST THE POLICY/PROPOSAL	
D	STOP OR ABANDON THE POLICY/PROPOSAL	

SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
Launch of Family Hub model.	Launch of Family Hubs, bringing together a more integrated approach of working. Governance will need to be agreed before delivery, this will involve key stakeholders forming a management committee. This will support with ensuring integrated working is fully developed.	Sue Gates	October 2020
Continuous engagement with the community.	Transparency and community being kept up to date with the developments.	Sue Gates	Continuous
A range of service available to families through Family Hubs, paying particular focus to those in target groups and most in need.	Families to be able to access a range of services to support their needs at the right time, avoiding the need to further escalation and be able to be supported by a range of professionals.	Sue Gates	Continuous
Promotion of the Family Hubs to the targeted users.	To utilise a range of methods to ensure that the Family Hubs are promoted to the target group, for example, via		

	<p>the existing Children's Centres, Brent website (which also has a translate option), local media and also utilising parent champions to promote within the community.</p> <p>To ensure that professionals who will become part of the the wider Family Hub teams are also actively promoting the development of the Family Hubs.</p>		
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SECTION F – SIGN OFF

Please ensure this section is signed and dated.

OFFICER:	Leena Choi
REVIEWING OFFICER:	
HEAD OF SERVICE:	Sue Gates