

Budget Proposals 2013/14: Major Decision: Business Unit: Children's Services – Families: Family Support and Family Intervention Project

Combined Impact Assessment: Full assessment

The council and its partners are facing a significant challenge in the savings it needs to make over the next couple of years. This Full Impact Assessment has been developed as a tool to enable business units to fully consider the impact of proposed major decisions on the community. As a council we need to ensure that we are able to deliver the savings that we need to make from the 1st April and be able to justify our decisions through any legal challenge.

This full assessment, combined with the initial review, will evidence that you have fully considered the impact of your proposed changes and carried out appropriate consultation on those changes with the key stakeholders. The Combined Impact Assessment will allow Councillors to make informed decisions as part of the decision-making process regarding the council's budget.

Name: Nigel Denning

Position: Head of Family Services

Business Unit: Children and Families – Localities and Community Safety

Department: Family Support & Family Intervention Project.

Date Commenced: 12.11.12

Date: 30.1.13

Summary from Overall Proposal

Proposals – Outline	Savings 2013/14		Implementation Cost Include brief outline + year incurred	Delivery In place 01/04/13 If earlier or later state date	Risks / impact of proposals <ul style="list-style-type: none"> • Potential risks • Impact on community • Knock on impact to other agencies 	Type of decision*		
	Income £ 000's	Budget reduction £ 000's				Internal	Minor	Major
Restructure of the Family Support Service and the Family Intervention Project (FIP)		146	Redundancy costs	01/04/13	Potential short term reduction in capacity while the teams are remodelled and trained appropriately		X	

Section 1: Purpose of the proposal/strategy/decision

No	Question	Details
1.	Clearly set out the purpose of the proposal	<p>The Locality Family Support Service and Family Intervention Project (FIP) are to be restructured in order to become more fit for purpose and provide targeted early help and improved outcomes for families and their children. The new service will also take the lead for delivering the Troubled Families Programme in Torbay.</p> <p>The current Locality Family Support Services and the FIP will become the Family Solutions Service and this service will focus its resources on providing targeted early help and evidenced based interventions in order to prevent families requiring more costly forms of support and being referred to social care services. Staff / practitioners / key workers who work with families will adopt lessons of best practice in the service they provide to ensure that support for families is outcome focused, persistent and responsive to the diverse needs of the individual family members.</p>
2.	Who is intended to benefit / who will be affected?	<p>Key stakeholders affected by this proposal include:</p> <ul style="list-style-type: none"> • Children and Young People • Parents and carers • Staff

No	Question	Details
3.	What is the intended outcome?	<p>The Locality Family Support Service and Family Intervention Project (FIP) will be restructured to Family Solutions Service. The new service will also take the lead for delivering the Troubled Families Programme in Torbay. Support to families requiring this service should reduce the demand on high cost social care services and reduce the numbers of children going on to have child protection plans or becoming looked after.</p> <p>There will be one assessment, one plan and one outcome measurement tool adopted. The need for service users to 'repeat their story' and undertake different assessments will be addressed and the key workers will be skilled up to meet the differing needs and outcomes for family members referred to the service.</p>

Section 2: Equalities, Consultation and Engagement

Torbay Council has a moral obligation as well as a duty under the Equality Act 2010 to eliminate discrimination, promote good relations and advance equality of opportunity between people who share a protected characteristic and people who do not.

The **Equalities, Consultation and Engagement** section ensures that, as a council, we take into account the Public Sector Equality Duty at an early stage and provide evidence to ensure that we fully consider the impact of our decisions/proposals on the Torbay community.

Evidence, Consultation and Engagement

No	Question	Details
4.	<p>Have you considered the available evidence?</p>	<p>Evidence both nationally and locally informs us that a key factor to ensuring best outcomes for families and children is the relationship between the practitioner and service user. The persistence, flexibility and motivational outcome approach is well documented as key core skills of such practitioners. Best practice also demonstrates that by having one dedicated key worker for a family who supports them on the issues requiring support or intervention is more cost effective, empowering for family members and ultimately achieves better outcomes. See local government troubled families website for copies of evaluation reports and practice guidance:</p> <p>http://www.local.gov.uk/web/guest/localism/-/journal_content/56/10171/3491811/ARTICLE-TEMPLATE</p> <p>Currently there are: Approx 150 families at any one time being supported through the Locality Family Support Service Approx 25 families at any one time being supported through the FIP There is an expectation that 185 families will receive a service in 2013/14 through the Troubled Families Programme The new Family solution service will work with approx 150 families' ant any one time.</p> <p>Across Torbay, the number of children and young people aged 0 – 19 has decreased from 29,000 in 2001 (Census, ONS) to 27,700 in 2011 (Census, ONS).</p> <p>There are communities and neighbourhoods across Torbay which are ranked as some of the most deprived areas nationally (Indices of Multiple of Deprivation, 2010, DCLG). Children living in these areas are more liking to be living in poverty, have lower levels of educational attainment and may be more exposed to risk taking behaviours (Joint Strategic Needs Assessment for Torbay, 2012)</p>

No	Question	Details
5.	How have you consulted on the proposal?	<p>As there is no anticipated change in service delivery, no formal consultation on the restructure is required with families and children. Consultation will take place with families on the name of the new service.</p> <p>Staff will be consulted on this proposal through the Council's formal Human Resources (HR) policies.</p>
6.	Outline the key findings	<p>Staff feedback on these proposals will be considered through the formal HR policies.</p>
7.	What amendments may be required as a result of the consultation?	<p>As there is no change in the service delivery, no formal consultation is required with service users. Any amendments necessary through the HR processes will be incorporated as appropriate.</p>

Positive and Negative Equality Impacts

No	Question	Details		
8.	Identify the potential positive and negative impacts on specific groups			
		Positive Impact	Negative Impact	Neutral Impact
	All groups in society generally	More effective services for all family members, building on the principals of what works.	There may be a period of adjustment whilst the service is embedded	There is no anticipated change in service delivery.
	Older or younger people	For children and young people, there will only be one assessment process. They will not be required to repeat their story to different practitioners and should have consistency in the key worker who supports them, leading to better outcomes.	There may be a period of adjustment for children and young people whilst the service is embedded	There is no anticipated change in service delivery.
	People with caring responsibilities	For families, parents and carers, there will be one assessment, one plan and one outcome measurement tool adopted. Parents / carers will not need 'repeat their story' to different practitioners and undertake different assessments will be addressed and the key workers will be skilled up to meet the differing needs and outcomes for family members referred to the service.	There may be a period of adjustment for parents / carers whilst the service is embedded	There is no anticipated change in service delivery.
	People with a disability			No differential impact
	Women or men			No differential impact

No	Question	Details	
	People who are black or from a minority ethnic background (BME)		No differential impact
	Religion or belief (including lack of belief)		No differential impact
	People who are lesbian, gay or bisexual		No differential impact
	People who are transgendered		No differential impact
	People who are in a marriage or civil partnership		No differential impact
	Women who are pregnant / on maternity leave		No differential impact
	Socio-economic (including child poverty)	Families that will be supported will be more likely to be experiencing poverty or low incomes. The support therefore that is provided by the new service will positively improve their circumstance by focussing on sustained change and getting off of benefits and into work	
9.	Is there scope for your proposal to eliminate discrimination, promote equality of opportunity and/or foster good relations?	Families in need of additional support are often isolated and marginalised in society; the new service will provide a proactive targeted response to these families. The approach will enable the families to contribute to communities and society and as a consequence is likely to reduce incidences of discrimination and reduced opportunities.	

Section 3: Steps required to manage the potential impacts identified

No	Action	Details
10.	Summarise any positive impacts and how they will be realised most effectively?	The new service will be more efficient, deliver evidenced based approaches with families, provide additional investment by achieving payments by results targets. It is anticipated that a more effective service to families should reduce the demand on high cost social care services and reduce the numbers of children going on to have child protection plans or becoming looked after.
11.	Summarise any negative impacts and how these will be managed?	<p>In the short term, during the reorganisation there is the potential for some disruption in service delivery whilst the transition is being implemented. Some families may have a strong affinity with either the Family Support Service or the Family Intervention Project and their existing key worker and feel a sense of loss with the new service replacing existing provision.</p> <p>A full implementation plan is being developed that will ensure that staff are fully engaged in creating the new service by the use of team training and away days. All open cases will be reviewed as part of the transition plan to ensure that any changes that are made don't impact negatively on families.</p>

Section 4: Recommended course of action

No	Action	Details
12.	<p>State a recommended course of action</p> <p>[please refer to action plan]</p>	<p><i>Where: -</i></p> <p>Outcome 1: No major change required - EIA has not identified any potential for adverse impact in relation to equalities and all opportunities to promote equality have been taken.</p> <p>It is recommended that this proposal is implemented.</p>

Section 5: Monitoring and Action Plan

No	Action	Details
13.	Outline plans to monitor the actual impact of your proposals	<ul style="list-style-type: none"> Numbers of families referred to and supported by the service The service standards for the new service will incorporate service user feedback routinely into business planning.

Action plan

No.	Action	Reason for action / contingency	Resources	Responsibility	Deadline date
1	Produce a transition plan that covers moving to the new arrangements	To ensure the transition has limited impact on service delivery to families	Officer time	Service Manager - Family Solutions Service	End of February 2013
2	Consultation with staff and families on the name of the new service	Ensure that staff and service users have an opportunity to influence the identity of the service and reduce the likelihood of a name being a barrier to engagement.	Officer time	Service Manager - Family Solutions Service	End of February 2013
3	Consultation with staff on the new approaches and caseloads	Ensure that staff fully understand the new model and the impact on their individual situation	Officer time	Service Manager - Family Solutions Service	End of February 2013