

# **Equality impact assessment form**

**Directorate: Peoples' Services**

**Service area: Fostering**

**Name of policy, strategy, review or function being assessed: Fostering Recruitment and Assessment of Foster Carers – Alternative Delivery Model**

**Date of assessment: 09/01/2019**

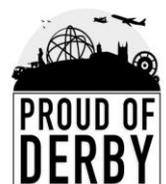
**Name of Director/Head of Service signing it off:  
Suanne Lim**

**Decision of Cabinet, Personnel Committee or Chief Officer Group**

October 2017



Derby City Council



## Equality impact assessment – please read this section first before you do the assessment

This is our equality impact assessment form to help you equality check what you are doing when you are about to produce a new policy, review an older one, write a strategy or plan or review your services and functions. In fact you need to do an equality impact assessment whenever a decision is needed that affects people and **before** that decision is made.

So why do we need to do equality impact assessments? Although the law does not require us to do them now, the courts still place significant weight on the existence of some form of documentary evidence of compliance with the **Public Sector Equality Duty** when determining judicial review cases. This method helps us to make our decisions fairly, taking into account any equality implications, so yes we still need to do them.

The Public Sector Equality Duty is part of the Equality Act 2010 and this Duty requires us as a public body to have '**due regard**' to eliminating discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. It requires us to advance equality of opportunity and foster good relations between people who share a '**relevant protected characteristic**' and people who don't.

Having 'due regard' means:

- removing or minimising disadvantages suffered by people due to their protected characteristics
- taking steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people
- encouraging people with certain protected characteristics to participate in public life or in other activities where the participation is disproportionately low.

The protected characteristics are:

- age
- disability
- gender identity
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

This completed form should be attached to any Chief Officer Group, Cabinet or Personnel Committee report to help elected members make their decisions by taking the equality implications into account. Equality impact assessments **must be done before** decisions are made. Include the Cabinet or Personnel Committee's decision on the front sheet when you know it.

You'll find that doing these assessments will help you to:

- understand your customers' and communities needs
- develop service improvements
- improve service satisfaction
- demonstrate that you have been fair and open and considered equality when working on re-structuring
- make sure you pay due regard to the requirements of the Public Sector Equality Duty.

Don't do the form by yourself, get a small team together and make sure you include key people in the team such as representatives from our Diversity Forums and employee networks and you could invite trade union representatives too – the more knowledge around the table the better. You also need to decide how and who you will consult with to help inform the equality impact assessment. Our Lead on Equality and Diversity can help with useful contacts – we have a team of people who are used to doing these

assessments and can help with information on barriers facing particular groups and remedies to overcome these barriers.

You'll need to pull together all the information you can about how what you are assessing affects different groups of people and then examine this information to check whether some people will be negatively or positively affected. Then you'll need to look at ways of lessening any negative effects or making the service more accessible – this is where your assessment team is very useful and you can also use the wider community. Against every negative impact you will need to complete the mitigation section to explain how you will lessen the impact.

Agree an equality action plan with your assessment team, setting targets for dealing with any negative effects or gaps in information you may have found. Set up a way of monitoring these actions to make sure they are done and include them in your service business plans.

When you have completed the assessment, get it signed by your Head of Service or Service Director and **send it to our Lead on Equality and Diversity for checking and to publish on our website.** It is a public document so must not contain any jargon and be easy to understand.

Remember, we need to do these assessments as part of our everyday business, so we get our equality responsibilities right and stay within the law – Equality Act 2010.

### **Equality groups and protected characteristics**

These are the equality groups of people we need to think about when we are doing equality impact assessments and these people can be our customers or our employees and job applicants...

- Age equality – the effects on younger and older people
- Disability equality – the effects on the whole range of disabled people, including Deaf people, hearing impaired people, visually impaired people, people with mental health issues, people with learning difficulties and people with physical impairments
- Gender identity – the effects on trans people
- Marriage and civil partnership equality
- Pregnancy and maternity equality - women who are pregnant or who have recently had a baby, including breast feeding mothers
- Race equality – the effects on minority ethnic communities, including newer communities, gypsies and travellers and the Roma community
- Religion and belief or non-belief equality – the effects on religious and cultural communities, customers and employees
- Sex equality – the effects on both men and women and boys and girls
- Sexual Orientation equality – the effects on lesbians, gay men and bisexual people

### **Contact for help**

Ann Webster – Lead on Equality and Diversity

[ann.webster@derby.gov.uk](mailto:ann.webster@derby.gov.uk)

Tel 01332 643722 Minicom 01332 640666 Mobile 07812301144

### **The form**

We use the term 'policy' as shorthand on this form for the full range of policies, practices, plans, reviews, activities and procedures.

Policies will usually fall into three main categories...

- Organisational policies and functions, such as recruitment, complaints procedures, re-structures
- Key decisions such as allocating funding to voluntary organisations, budget setting
- Policies that set criteria or guidelines for others to use, such as criteria about school admissions, procurement methods, disabled facilities grants, on street parking bays

If in doubt – it’s better and safer to do an Equality Impact Assessment than not to bother! You never know when we may get a legal challenge and someone applies for Judicial Review.

**What’s the name of the policy you are assessing?**

**Recruitment and Assessment of Foster Carers – Alternative Delivery Model.**

**The assessment team**

Team leader’s name and job title – Sally Penrose, Head of Service Fostering

Other team members

<b>Name</b>	<b>Job title</b>	<b>Organisation</b>	<b>Area of expertise</b>
Katie Jones	Team Manager	Derby City Council	Fostering Recruitment and Assessment
Catherine Young	Commissioning Manager	Derby City Council	Commissioning and Children in Care
Carrie Bria	Senior Commissioning and Project Officer	Derby City Council	Commissioning
Annamarie Johannesson	Chair of Foster Carer Association	Foster Carer Association	Foster Carers
Helen Bower	Marketing Officer	Derby City Council	Marketing
Kath Sherwen	Foster Panel Chair		Foster Carer Approval
Ann Webster	Equalities Lead	Derby City Council	Equalities and Diversity

**Step 1 – setting the scene**

Make sure you have clear aims and objectives on what you are impact assessing – this way you keep to the purpose of the assessment and are less likely to get side tracked.

- 1 What are the main aims, objectives and purpose of the policy? How does it fit in with the wider aims of the Council and wider Derby Plan? Include here any links to the Council Plan, Derby Plan or your Directorate Service Plan.**

The Derby Plan sets out our three big ambitions for our city which are:

- Safe - a place where people are safe and the vulnerable are put first and supported.
- Strong - a place where people work together, can enjoy good health and wellbeing throughout their life and feel that they belong to a thriving community.
- Ambitious - a place where we support our children and young people to achieve their full potential, skills are valued, jobs and businesses are growing and we have the infrastructure to create a city for the future.

<https://www.derby.gov.uk/council-and-democracy/councillors-democracy-elections/policies-and-plans/>

The Derby 2015-2018 Placement Sufficiency Strategy details how Derby City Council intends to meet the 'Sufficiency Duty' set out in Section 22G of the Children Act 1989. It:

- Sets out the Council's approach to meeting its responsibilities to provide secure, safe and appropriate accommodation to children in care and care leavers over the next three years,
- identifies the key challenges that we face in achieving sufficiency and sets out our strategic approach to overcoming them, and
- Outlines the actions we will take and the way we will measure our success.

Statutory Guidance on Securing Sufficient Accommodation for Looked After Children (2010) further reinforces the responsibilities of the local authority when sourcing a placement for a looked after child, from Section 22C:

- Allowing the child to live near his/her home
- Not disrupting the child's education or training
- Enabling the child and a 'looked after' sibling to live together
- Meeting the particular needs of disabled children; and
- Providing accommodation within the local authority's area, unless that is not reasonably practicable.

#### **The vision of the Derby Corporate Parenting Strategy for Looked After Children is simple;**

*We would like our children and young people to have everything that all good parents want for their children. We want them to work with us, along with their parents and carers, in shaping how we manage and organise the planning, resources and services that support and care for them. We want our children and young people to be happy and healthy, both physically and emotionally, to be safe and protected from harm and exploitation, and to be supported each step of the way to independent life as adults. We want them to achieve their potential, especially at school, and to be involved in the decisions affecting their care and their lives. Looked After children and young people face additional barriers throughout their life and we have developed additional ambitions to support our aspirations:*

#### **Ambitions**

- Children and young people to live with their parents and families within their communities where it is safe to do so, with a commitment to reviewing this at different stages.
- To look for permanency and stability where this is not possible.
- To live in Derby or as close by as is practicable and appropriate.
- Support young people to Stay Put wherever possible.
- To consult, listen to and hear the voice of our Looked After Children and to act on this.
- To meet placement needs with a range placement options that considers quality and cost.

#### **Voice of the Child**

Derby People's Services recognise it is important to ensure the views, wishes and feelings of children and young people are listened to and that they are treated with dignity and respect. Children and young people should be involved in, and understand, the decisions made about their lives. They should be supported to understand how to get the information, advice and support they need, and how to complain.

#### **Derby's Pledge to Children in Care states that:**

- We will respect you for who you are and help you to develop a strong sense of personal identity, maintain your cultural and religious beliefs
- We will show you how to contact your social worker, we will tell you who to contact if things go wrong and what to do if you need urgent help
- We will ensure your voice is at the heart of all decisions made about you and that you understand why and when meetings are held
- We will help you to understand all of your rights and help you to join with other young people to share your views, concerns and aspirations
- If you need someone to talk to, this includes evenings and weekends, we will make sure you know who to call.

[https://www.derby.gov.uk/media/derbycitycouncil/contentassets/documents/DerbyCityCouncil\\_CORPORATE\\_PARENTING\\_STRATEGY\\_2015-18.pdf](https://www.derby.gov.uk/media/derbycitycouncil/contentassets/documents/DerbyCityCouncil_CORPORATE_PARENTING_STRATEGY_2015-18.pdf)

## **Fostering Recruitment & Marketing Strategy & Plan 2017 – 2020:**

This document outlines three key selling points and marketing messages as:

1. *“Local homes for local children”* as the Council wishes to move away from placing children with families in other cities and regions or assigning foster carers supervising staff which are also located elsewhere.
2. Foster carers are *“part of an important professional team”*. In 2016, research revealed that foster carers do not feel valued as professionals.
3. The assurance that *“we are there for you”*. The 2016 research revealed that foster carers want improved communication and support from their fostering service.

### **Latest Profile Information for Children in Care:**

- 530 children are currently looked after in Derby as of October 2018
- 72.1% of children coming into care due to ‘abuse or neglect
- 58.9% of our looked after children are male
- 39.4% being 10 to 15 years of age
- 59.4% of the LAC are ‘White British’ followed by Dual Heritage at 14.3%
- 71.5% of LAC are in Foster Care placements
- 70.4% of these being placed with external Providers

### **What changes are we proposing?**

The Council needs to adopt a mature approach for the current fostering position, but also acknowledge that decisive action is required to manage and plan for the future. The preferred situation will always be to have a sufficient number of in-house foster carers and so the current position requires us to begin considering alternative delivery models for the recruitment of foster carers.

We are proposing to change the way we recruit and assess foster carers in Derby. Instead of providing this recruitment service ourselves, we are considering commissioning another organisation to provide this service on our behalf.

#### **The key proposal is:**

**We are proposing to change the way we recruit and assess foster carers in Derby. Instead of providing this recruitment service ourselves, we are considering commissioning another organisation to provide this service on our behalf.**

### **Why are we proposing this change?**

Most Children in Care live with foster carers; however there is a national shortage of foster carers which has seen the growth of the private and independent sector market.

Over the last six years the Council has invested significant resources in trying to increase the number of internal foster carers and decrease the reliance on the independent and private sector fostering market. Despite this, current statistics still show that **63%** of children in care are placed with an external Independent Fostering Agency. This contributes significantly to the financial pressures that People Services are under.

The reasons for this are complex, but do include legislation that now allows for children aged 18 years to “Stay Put” with their foster carer, plus Derby has a number of foster carers who go on to adopt their fostered children.

In 2017, the Council undertook a “soft market test” and consulted with external providers of fostering services to find out if there was any interest in other independent organisations running all or part of Derby’s fostering service. During the soft market testing exercise, we found that there were alternative providers with the expertise to provide fostering recruitment and assessment services.

### **What would this mean?**

The fostering recruitment and assessment service would continue, but may no longer be provided by the Council. However, the Derby City fostering vision, values and ethos will not be changed and will be embedded within the specification of any alternative delivery model.

### **What would this mean in relation to outcomes for our Children in Care Population?**

We are seeking to improve the sufficiency of foster care provision within Derby City by increasing our internal fostering capacity. This will ensure that our children in care are placed locally, future placements are sustained, placements are stable and children are achieving positive outcomes.

**2 Who delivers/will deliver the policy, including any consultation on it and any outside organisations who deliver under procurement arrangements?**

- The Fostering Team – recruitment, assessment and support to foster carers.
- Derby City Foster Carer Association – group of foster carers who support and provide advocacy.
- The Fostering Panel – approve and review all foster carers.
- Children In Care Team, Leaving Care Team and Localities – represent and support all children in care.
- Children In Care Council – represent the voice of children in care.
- Health and Education establishments/settings i.e. The KEEP – mental health support to children in care and their foster carers.
- Any new provider under procurement arrangements if this proposal is approved

**3 Who are the main customers, users, partners, employees or groups affected by this proposal?**

- Fostering Recruitment and Assessment Team.
- Derby City Foster Carers Association.
- Family and Friends Carers – connected persons
- Short Breaks Carers.
- Children and young people in care or coming into care.
- Young Adults who have been in care, leaving care.
- The Fostering Panel approving potential Foster Carers.
- Children In Care Team, Leaving Care Team and Localities.
- Children in Care Council.
- Health and Education establishments/settings like The KEEP who provides emotional health and wellbeing service for children in care. Young adults leaving care/who have been in care.

**Step 2 – collecting information and assessing impact**

**4 Who have you consulted and engaged with so far about this policy, and what did they tell you? Who else do you plan to consult with? – tell us here how you did this consultation and how you made it accessible for the equality groups, such as accessible locations, interpreters and translations, accessible documents.**

- **Soft Market Testing:**

To help shape the proposals, in 2017, the Council undertook a “soft market test” and consulted with external providers of fostering services to find out if there was any interest in other independent organisations running all or part of Derby’s fostering service.

The options arising from this soft market test analysis were;

1. To stop running the recruitment and assessment of foster carers in house and hand it over to an independent provider to deliver on our behalf;
2. To establish a shared service with other local authorities;
3. To establish a separate organisation with its own governance such as a Community Interest Company (CIC/Social Enterprise, Co-Operative) or Arm’s Length Management Organisation (ALMO);
4. To stop running the whole fostering service ourselves and hand it over to an independent provider either in partnership or to deliver on our behalf.

We have been asked to explore and develop **option 1** with the provider market.

The advantages and disadvantages for each option were assessed and options 2, 3 and 4 would take considerable time to establish; would be costly to implement; and could not guarantee any increased performance or savings.

During the soft market testing exercise, we found that there were alternative providers with the expertise to provide fostering recruitment and assessment services.

**Formal Consultation and Engagement:**

1. Engagement with the Children in Care Council (CiCC) to understand the views and wishes of children in care. This is what they told us in response to the following questions:

**Why is it important to have a good foster carer?**

- They are supportive.
- They help with your problems.
- Give good advice.
- They can help if you are stressed out
- They make you healthy.
- Personal experience with children.
- They are friendly.
- You are part of the family.
- Can help with homework.
- Nice and kind.
- Good at budgeting.
- Get to know me first.
- Are fair.
- Are understanding.

**What makes a good foster home/placement?**

- Own room.
- Always someone home when I get home.
- Being able to cook my own food.
- Decorate walls in bedroom.
- My own space.
- Safe.
- Activities for all ages.
- No foster carers that smoke.
- Near school.

2. Public consultation ran from 12 November 2018 to 1 February 2019 The Peoples Services Savings Proposals Public Consultation - to understand views of staff, key stakeholders and partner organisations. These include, The KEEP, Children in Care Team, Localities, The Fostering Panel, Internal Foster Carers and Health and Education:

<https://www.derby.gov.uk/council-and-democracy/consultations/your-city-your-say-latest-consultations/>

On line survey with hard copies provided upon request and available in other formats, including easy read.

- ❖ Staff engagement – the following is a brief outline of the themes from this engagement:
  - Quality Assurance – staff were concerned there might be a drop in the quality of assessments completed (Form F), checks and references of potential foster carers.
  - Ownership of assessments and working collaborative with the support team. Staff were concerned that the close working throughout the recruitment and assessment process with the support and retention functions will be lost.
  - Checks and references – important these are thorough.
  - Expertise within the team – staff felt they had gained significant knowledge and experience of fostering in Derby and that any alternative model would not have this.
  - Quality and Stability – foster carers have the skills required to ensure we avoid placement breakdown.
  - Sustainability of foster carers – will need to ensure any recruited carers stay with the Local Authority long term.
  - Value base – staff value working for and have a sense of loyalty towards the Local Authority.
  - Staff feel they are contributing towards achieving positive outcomes for Children in Care in Derby.
  - Where will the Connected Persons assessments sit within the Local Authority?
  - Staff feel improvements are occurring as a result of the Marketing and Recruitment officers roles and more time is needed to see the results filter through.
  
- ❖ Foster Carers Association – feedback:
  - Consistency of assessing and supervising social workers (one social worker who takes the foster carer through the entire journey) to avoid any additional pressure on foster carers. Current practice is for social worker to do the assessment and handover to the supervising social worker in the support team at point of Panel approval. Based on feedback from previous consultations with foster carers, including the work with Impower, there is a need for a close and highly supportive working relationship with both recruitment and retention parts of the team to allow the carer's voice to be heard and valued.
  - Feedback was provided to the former Lead Member for Children and Young People in January 2017 on Council's decision to undertake a period of soft market testing.
  - Have experienced a lot of changes, some have been positive. The foster carers are excited by and are currently experiencing a better working relationship with the service and opportunities to be recognised such as Payment for Skills, following the challenges that came from the impact of the move from Perth Street – “it feels like the Council and the carers are starting to understand each other again”.
  - Existing Foster Carers are the strongest resource for advocating on behalf of the Council recruiting potential foster carers, but existing foster carers have been unclear for a number of years what the 'vision' is. Previous close working partnerships between the fostering department and foster carers who were actively involved in recruitment, ongoing training and support of other foster carers reduced with the move from Perth Street to the Council House. This has led to a lack of morale amongst foster carers, a feeling of isolation and of uncertainty regarding their future and an increased sense of the need to protect their own careers by exploring other options such as the independent sector.

**5 Using the skills and knowledge in your assessment team, and from any consultation you have done, what do you already know about the equality impact of the policy on particular groups? Also, use any other information you know about such as any customer feedback, surveys, national research or data. Indicate by a tick for each protected characteristic group whether this is a negative or a positive impact. If it's negative, fill in the mitigation section as well to explain how you are going to lessen the impact.**

## Age

What do you already know?	Positive impact	Negative impact	Mitigation
<b>Foster Carers:</b>			
<p>Current Derby City Council foster carers tend to be a mature group, the age profile being 50-69. In the last 2 years, a large number of foster carers have retired. So we need to recruit foster carers from a broad age range.</p> <p>We know that our current foster carers are a group who have life experiences which allow them to appreciate the needs and experiences of our looked after children.</p> <p>We accept that an alternative delivery model may improve our ability to recruit a broader age range which is needed to ensure there are sufficient Derby City Council carers in the future.</p>	X		
<p>Existing foster carers have made the choice to foster for the Council due to their values and ethos base. It is important to our current Foster Carers that Derby City Council acknowledges and respects this.</p> <p>It is also important to them that any alternative service delivery model has the same value base and commitment to children with vulnerable needs.</p> <p>An alternative recruitment and assessment model may not have the same ethos.</p>		X	<ul style="list-style-type: none"> <li>• The vision, standards and ethos of Derby City Council would be secured and evidenced from a new provider via tender process/service specification.</li> <li>• Input from existing foster carers and DCC fostering staff incorporated into the tender process.</li> <li>• Under the proposals, existing foster carers would not transfer to a new provider – the new provider would undertake a small part of the process.</li> <li>• Retention team to ensure the vision and message about a new process is given consistently to current foster carers.</li> <li>• Explicit communication with existing foster carers that any decision arising from the proposal will not affect them negatively.</li> <li>• Current service to make sure that communication occurs regularly and support offered.</li> </ul>

What do you already know?	Positive impact	Negative impact	Mitigation
<p>Foster Carers have valuable knowledge and 'life' experiences which in turn makes them good foster carers. It is important that we ensure this focus is not lost or compromised when recruiting and assessing potential foster carers especially when recruiting from a broader age range.</p> <p>We know that Derby City Council has a robust Equality and Diversity vision. This is a theme that is consistently delivered through the Directorate i.e. recruitment processes, employee recruitment, on-going staffing support. Ensure this ethos is embedded within any alternative delivery model.</p>		X	<p><b>Measures to ensure the focus with new carers is as desired/required, to include:</b></p> <ul style="list-style-type: none"> <li>• Ensuring these requirements are captured and evidenced from a new provider via tender process/service specification/evaluation.</li> <li>• For example, re Quality Assurance - Independent Assessor's qualification requirements and experience in the fostering field stated within the service specification and followed up via references.</li> <li>• Input from Equalities lead into Service Specification.</li> <li>• Input from existing foster carers and DCC fostering staff into the tender process.</li> <li>• Links made to Derby City Council Marketing and Recruitment Strategy &amp; Plan</li> <li>• Implementation of targeted Marketing material and communication.</li> <li>• Mobilisation and implementation period to include familiarisation with DCC Fostering Marketing and Recruiting Plan &amp; Strategy</li> <li>• Contract management and monitoring to include monitoring of marketing activities, enquiries received, information packs issued, visits completed, carers and followup.</li> <li>• Fostering Service Manager involvement in contract management and monitoring of new provider, including challenge of reasons required for ruling out applicants at each stage.</li> </ul>
<p>Foster carers perceive the value base of Fostering within Derby City Council to be changing. They have experienced a lot of changes over the last 10 years and feel they are unclear what they are selling or what the vision is? Our current foster carers are our best recruiters of new foster carers.</p>	X	X	<ul style="list-style-type: none"> <li>• There may be a positive impact if a provider can capture and communicate a vision for the service and carers.</li> <li>• There may be a negative impact if a vision is not established and the organisation becomes more disjointed.</li> <li>• Re- establish the current Vision as part of this process.</li> <li>• Effective and consistent communication with existing</li> </ul>

What do you already know?	Positive impact	Negative impact	Mitigation
			foster carers. <ul style="list-style-type: none"> <li>Communicate and reinforce that the value base will be maintained by ensuring that any external provider of the recruitment and assessment function will be committed to Derby City's ethos.</li> </ul>
<p>We are proud of our commitment to place children with their extended family members. For example grandparents or step grandparents. The Local Authority also has a duty to consider the placement of children within their extended family and for this particular cohort of carers age would not prevent an assessment being undertaken due to the importance of maintaining family relationships.</p> <p>An alternative service model may not have the same commitment to this specialist area of practice (ie assessing family members).</p>		X	<ul style="list-style-type: none"> <li>Make sure that Equality and diversity is embedded in the Service Specification for the remodelling of the new service delivery, this will be monitored as part of the contract management processes.</li> <li>Also see mitigating action re: '<i>Measures to ensure the focus with new carers is as desired/required</i>' above.</li> </ul>
<b>Children and Young People (CYP)</b>			
<p>Using demographical and profile data for the children in care population it can be seen that the demand is increasing and we therefore need to increase our internal fostering capacity to try to meet this demand. This links into the Derby City Council Recruitment and Marketing Strategy and Plan. For example:</p> <ul style="list-style-type: none"> <li>530 children are currently looked after in Derby as of October 2018. This has increased from 470 in 2017.</li> <li>58.9% of our looked after children are male</li> <li>39.4% being 10 to 15 years of age.</li> <li>A new service delivery model may assist with this</li> </ul> <div data-bbox="231 1825 327 1926" style="text-align: center;">  </div> <p>20181026 - Corporate Parenting CIC Latest p</p>	X		

What do you already know?	Positive impact	Negative impact	Mitigation
<p>The data here shows the demand in terms of the volume of referrals received within the Commissioning Placements Team and the levels of need. By increasing our internal fostering capacity we will in turn be better able to match supply with this demand.</p>  <p>Demand_01 11 18.pdf</p> <p>This information shows us the areas where demand is highest and the level of need coming through.</p> <p>Links with the Derby City Council Recruitment and Marketing Strategy and Plan.</p>	X		
<p>An area of increasing demand is for sibling groups. Currently this demand is not matched by supply. Derby City Council works hard to keep siblings groups together. This is a specific area that we need to increase our supply by recruiting a higher number of internal foster carers with the qualities and skills needed.</p> <p>Data from the Placements Team shows that between the periods of January 2018 to January 2019 a total of 144 children (49%) of placements requests were part of sibling groups.</p>	X		
<p>The assessment of Connected Persons must take account of the needs of the child who would be placed with them and the capacity of the carers to meet those needs. Any new service delivery model may not recognise the complexity of these placements.</p>		X	<ul style="list-style-type: none"> <li>• Make sure that Quality, Equality and diversity is embedded in the Service Specification for the remodelling of the new service delivery, this will be monitored as part of the contract management processes.</li> <li>• Also see mitigating action re: <i>Measures to ensure the focus with new carers is as desired/required</i> above.</li> </ul>
<p><b>Service/Staff:</b></p>			
<p>A change in the delivery model may impact on the fostering service. The Recruitment and Assessment and Support teams</p>		X	<ul style="list-style-type: none"> <li>• Detailed impact assessment on the current team to be undertaken once the alternative delivery model has been defined.</li> </ul>

What do you already know?	Positive impact	Negative impact	Mitigation
<p>have different roles but are intrinsically linked to ensure retention of carers in the longer term. As both areas are within the Council it ensures genuine partnership relationships for staff involved in the fostering service and with other Council Departments which is essential in the delivery of best outcomes for children. This partnership relationship may be lost.</p>			<p><b>Mitigating action to improve communication between different parts of the service</b> would include:</p> <ul style="list-style-type: none"> <li>• Re-establish the current Vision as part of this process.</li> <li>• Regular communication, supervision and joint team/other meetings to feedback, share information, refine processes.</li> <li>• Consideration of co-location, alignment of processes, practices.</li> <li>• Mobilisation and Implementation to include familiarisation processes, alignment of vision, ethos, processes and practices, effective communication and information sharing.</li> <li>• Robust handover and overlap between assessing social worker and supervising social worker.</li> <li>• Close link in with Support Team during assessment processes and throughout.</li> <li>• Derby City Council Operational Service lead to be involved in contract monitoring, with focus on performance and quality assurance.</li> </ul>
<p>Staff teams consist of a diverse range of staff with significant experience and skills that contributes towards good outcomes for children. Staff within this team may begin to seek alternative job opportunities during the perceived job insecurity and lack of morale whilst the future is uncertain.</p>		<p><b>X</b></p>	<p><b>Mitigating action to support employees would include any changes will be in line with Employment legislation</b>, for example:</p> <ul style="list-style-type: none"> <li>• Transfer of Undertaking and Protection of Employment (TUPE) arrangements with a new provider will consider the transfer and protection of employees' current Terms and Conditions.</li> <li>• Ensure HR information, support, advice and guidance is in place to include interview skills technique, help with recognising transferable skills, etc.</li> <li>• LA has a redeployment process which includes consideration of alternative job openings within the Local Authority.</li> <li>• Ongoing communication and support to/with the staff team in relation to progress and any future re-modelling.</li> <li>• Regular and consistent communication</li> </ul>

What do you already know?	Positive impact	Negative impact	Mitigation
			<ul style="list-style-type: none"> <li>• Focus on wellbeing and health – highlight with team</li> <li>• Talk to trade unions</li> <li>• Ongoing supervision and support</li> <li>• Open and honest approach</li> <li>• Keep informed.</li> <li>• Employment and Equality Law applies to all employers who would work to and demonstrate through their policies, working guidelines and practices, adherence to this legislation.</li> <li>• Consideration of service specification and contract defining Equality and Diversity in relation to employees.</li> </ul>
<p>Foster carers need to provide sustainable, safe and stable placements. To achieve this it is important to carry out good quality assessments of potential foster carers, where the recruitment and assessment team have ownership of this process and understanding how they contribute to the foster carer's journey.</p>		X	<p><b>Mitigation measures to ensure quality standards are applied with a new model would include:</b></p> <p>Quality standards and measures included within the service specification and Contract. During the tendering process. policies requested and evaluated to ensure they meet Derby City Councils standards and requirements.</p> <ul style="list-style-type: none"> <li>• Monitoring progress through regular joint team meetings, supervisions and performance management framework.</li> <li>• Operational lead within Derby City Council to define pathway and align with internal processes.</li> <li>• Communication between assessors and operational lead during assessment process.</li> <li>• Also see mitigating action re: <i>'Measures to ensure the focus with new carers is as desired/required'</i> above.</li> </ul>
<p>Staff feel it is important to be able to clearly communicate the Fostering vision of Derby City Council when visiting potential carers and supporting them.</p>	X	X	<ul style="list-style-type: none"> <li>• There may be a positive impact if a provider can capture and communicate a vision for the service and carers.</li> <li>• There may be a negative impact if a vision is not established and the organisation becomes more disjointed.</li> <li>• Re-establish the current Vision as part of this process.</li> <li>• Joint team meetings.</li> <li>• Supervisions.</li> <li>• Consideration of co-location, alignment of processes, practices.</li> </ul>

What do you already know?	Positive impact	Negative impact	Mitigation
			<ul style="list-style-type: none"> <li>• Mobilisation and Implementation to include familiarisation processes.</li> <li>• Also see above '<i>Mitigating action to improve communication between different parts of the service</i>'.</li> </ul>
<p>We know that recruitment and retention of foster carers is needed going forward. This is as a result of the amount of existing foster carers who have retired for personal reasons, transferred to a Staying Put arrangement for a young person aged 18+ or have adopted a previous foster child. Whilst this decreases the pool of approved foster carers this reflects good outcomes for children and a trusting relationship with the Council.</p>	<p><b>X</b></p>		
<p>We know that there has been an increase in the number of Looked After children. The demand has therefore increased along with the levels of need. We know we need to increase our sufficiency to meet the increasing demand and make less use of independent fostering providers. We also need to align our internal fostering capacity with that of our children in care population's needs. Examples of this are the high demand for children in the age range of 11-15 years of age, sibling groups, disabled children and the diverse range of children and families who live in Derby City. We feel this will be a challenge for any new service delivery model.</p>	<p><b>X</b></p>	<p><b>X</b></p>	<ul style="list-style-type: none"> <li>• There could be a positive impact as there are sufficient in-house carers to meet the needs of all our CIC population, which another external provider may be able to do.</li> <li>• However, it is recognised this will be a challenge. This could be mitigated by ensuring Equality and diversity is embedded in the Service Specification for the remodelling of the new service delivery, this will be monitored as part of the contract management processes.</li> <li>• Also see mitigating action re: '<i>Measures to ensure the focus with new carers is as desired/required</i>' above. Also see mitigation action re '<i>Measures to ensure quality standards are applied to a new model</i>'.</li> </ul>
<p>As part of the assessment process with potential foster carers, it is important that conversations and reflections are captured and recorded comprehensively. This is to support revisiting of these conversations and reflections with foster carers at pertinent times to reinforce or remind them of good practice. It may be more difficult to know about conversations/ reflections if part of the service is delivered by another provider.</p>		<p><b>X</b></p>	<ul style="list-style-type: none"> <li>• Clearly defined Assessment process standards and documentation, with emphasis on this aspect.</li> <li>• Also see above '<i>Mitigating action to improve communication between different parts of the service</i>'.</li> </ul>
<p>Working for the Local Authority offers team members a sense of</p>		<p><b>X</b></p>	<ul style="list-style-type: none"> <li>• HR support will need to cover this with individual employees.</li> </ul>

What do you already know?	Positive impact	Negative impact	Mitigation
equality in terms of recruitment processes – they are concerned that they may not be offered the same opportunities by another employer. Some more experienced fostering workers also feel less confident in important aspects such as interview skills			<ul style="list-style-type: none"> <li>Also see mitigating action above, 'Mitigating action to support employees'.</li> </ul>
The team of local authority social workers are experienced in understanding the importance of foster carers being able to meet the child focused standards of the Fostering National Minimum Standards (2011) and this is reflected in the assessments they undertake. We are corporate parents and this contributes to the team providing a child-focused service. An external provider will not hold the corporate parenting responsibility		X	<ul style="list-style-type: none"> <li>Legally only the local authority can be a corporate parent so no mitigating factors can be attributed.</li> <li>The Fostering Standards would apply to external organisations working in this field.</li> <li>Reference to the Fostering Standards would be included within the service specification.</li> </ul>
The Council T&Cs (ie location of the current office base at the Council House and flexible working) makes working conditions more possible for team members at different ages and life stages – for example staff with childcare responsibilities.		X	<ul style="list-style-type: none"> <li>.See mitigating action above, 'Mitigating action to support employees'.</li> </ul>
Some team members do not hold a social work qualification, but play a major role in the fostering task and hold a wealth of knowledge on this process. We do not know how the change will impact them.		X	<ul style="list-style-type: none"> <li>There would be consideration of skills/knowledge/roles as part of any changes.</li> <li>Clear open communication.</li> </ul>

## Disability

What do you already know?	Positive impact	Negative impact	Mitigation
<b>Foster Carers:</b>			
To achieve positives outcomes for our children in care we need a diverse range of good quality foster carers, who can meet the needs of children and young people with a varied range of needs and impairments. For example: children with complex health needs, limited life expectancy, the need for reasonable adjustments and some	X	X	<ul style="list-style-type: none"> <li>Service specification will define the Equality and Diversity commitment requirement and standard, including the Social Model of Disability that Derby City Council works to.</li> <li>Procurement process at evaluation stage further requests evidence of Equalities in action/practice.</li> </ul>

What do you already know?	Positive impact	Negative impact	Mitigation
<p>who may need hospital support. The key to this is having a strong commitment and a high understanding of equality and diversity, for example, removing barriers, not discriminating or forming negative judgements at any stage.</p> <p>We know from feedback that we have provided good support to hearing impaired carers undergoing assessment.</p>			<ul style="list-style-type: none"> <li>• Mobilisation and Implementation – familiarisation of Derby demographics, vision, fostering panel, teams.</li> <li>• Also see above, '<i>Measures to ensure the focus with new carers is as desired/required</i>'.</li> </ul>
<p>Marketing activity is currently highly inclusive and ensures barriers are removed through positive communication and engagement, to encourage and support people enquiring/potential applicants to consider becoming a foster carer. We focus on what a potential foster carer <b>can offer</b> and explore with them how fostering can be compatible. A new model needs to equally focus on equality.</p>	<b>X</b>	<b>X</b>	<p><b>Mitigating action to ensure equality is built into a new provider ethos would include:</b></p> <ul style="list-style-type: none"> <li>• Service specification will define the calibre of foster carers required. The service specification will be written in collaboration with the Fostering Service.</li> <li>• Contract will further define the quality and types of foster carers required.</li> <li>• Quality measures will be imbedded into the processes throughout all stages of recruitment and assessment and clearly defined with Derby City Councils operational lead having high level input into the foster carers being recruited to maintain standards.</li> <li>• Contracting model will be defined in a way that payments are made for quality and sustainability of carers.</li> <li>• Links made to Derby City Council Marketing and Recruitment Strategy &amp; Plan. Work collaboratively with Derby City Council Communications Team.</li> <li>• Service Specification will define the Equality and Diversity commitment requirement and standard, including the Social Model of Disability that Derby City Council works to.</li> <li>• Monitoring of equalities.</li> <li>• Also see above, '<i>Measures to ensure the focus with new carers is as desired/required</i>'.</li> <li>• Also see above '<i>Mitigation measures to ensure quality standards are applied with a new</i></li> </ul>

What do you already know?	Positive impact	Negative impact	Mitigation
			<i>model</i> '.
<p>Research would tell us that friends and family carers are overwhelmingly grandparents caring for grandchildren or step grandchildren. With this often come issues around health and disability in the later stages of life. The Local Authority has a duty to consider the placement of children within their extended family and for this particular cohort of carers' health issues would not prevent an assessment being undertaken due to the importance of maintaining family relationships where additional support can be provided to facilitate a successful placement.</p>		X	<ul style="list-style-type: none"> <li>• Ensure that during the remodelling and as part of the service specification all functions related to these placements are maintained and consider as part of the alternative service delivery.</li> <li>• Make sure that Equality and diversity is embedded in the Service Specification for the remodelling of the new service delivery, this will be monitored as part of the contract management processes.</li> <li>• Also see mitigating action re: <i>'Measures to ensure the focus with new carers is as desired/required'</i> above.</li> </ul>
<b>Service/Staff:</b>			
<p>Derby City Council has a strong and inclusive value base through it's equality and diversity commitments towards colleagues and in all practices. This can be demonstrated in our policies and our Disability Equality at Work Guide. Fostering staff have a thorough understanding of equal opportunities and this is reflected in their engagement with potential applicants. There is a risk this is not apparent or practised in other organisations.</p>		X	<ul style="list-style-type: none"> <li>• See mitigating action above, <i>'Mitigating action to support employees'</i>.</li> </ul>
<p>As an employer, Derby City Council has Terms and Conditions and policies (i.e. flexible working, reasonable adjustments, health and wellbeing, understanding when change in circumstances) which staff value.</p>		X	<ul style="list-style-type: none"> <li>• See mitigating action above, <i>'Mitigating action to support employees'</i>.</li> </ul>
<p>As part of the assessment process it is essential that the assessing social workers link in with the Fostering Support Teams. This is to ensure close liaison, feeding back into processes to ensure continuous improvement and learning. It is also important that an effective and smooth handover with the supervising social worker is achieved so as to support the new foster carers effectively as they experience their first placements. Feedback on the assessment process is requested at Fostering</p>		X	<ul style="list-style-type: none"> <li>• See above <i>'Mitigating action to improve communication between different parts of the service'</i>.</li> </ul>

What do you already know?	Positive impact	Negative impact	Mitigation
Panel which needs to be captured, recorded and informs future practice.			
Derby City has introduced an Induction Day which introduces newly approved foster carers to the professionals they will be working with to help them understand the concept of the Team around the Child and their place within it. This is connected closely to the messages delivered within the Skills to Foster pre-approval training.		X	<ul style="list-style-type: none"> <li>• Consideration of maintain the co-ordination of this training programme.</li> </ul>
<b>CYP:</b>			
<p>We have Children and Young People with higher than national average special educational needs and disability (SEND) in the city. Increasing our internal fostering capacity will enable us to offer a higher number of SEND children local and internal placements.</p> <p>SEND data:</p> <ul style="list-style-type: none"> <li>• 347 pupils who are in reception up to Y11 (16 years of age) with SEND need.</li> <li>• 125 of the above 347 pupils live within the Derby City Boundary.</li> <li>• 222 of the above 347 pupils live outside of the Derby City Boundary.</li> <li>• This document shows the different SEND Needs.</li> </ul>  <p>SEN Needs List up to Year 11.pdf</p>	X		
The Fostering team also assess Short Break Carers who offer the service to families and disabled children living in the community which provides invaluable support and in some cases prevents children becoming Looked After. There will be an ongoing requirement to assess these carers.		X	<ul style="list-style-type: none"> <li>• To be considered as part of the model. There are no plans for the LA to cease to provide support for this type of care.</li> </ul>
The Fostering National Minimum Standards (2011) require that the particular needs of disabled children and children with complex needs will be fully recognised and taken into account. External		X	<ul style="list-style-type: none"> <li>• Many external providers currently manage needs of children and young people with complex disabilities and have significant experience of this.</li> <li>• Make sure that Equality and</li> </ul>

What do you already know?	Positive impact	Negative impact	Mitigation
providers may not be quipped to recognise and manage these needs.			<p>diversity is embedded in the Service Specification for the remodelling of the new service delivery, and monitored as part of the contract management processes.</p> <ul style="list-style-type: none"> <li>Also see mitigating action re: 'Measures to ensure the focus with new carers is as desired/required' above.</li> </ul>
The overriding objective of Fostering Panel is to promote the welfare of children in foster care. The quality of assessments being presented to panel will be thoroughly scrutinised	X		

## Gender identity- trans

What do you already know?	Positive impact	Negative impact	Mitigation
<b>Foster Carers:</b>			
<p>Derby City Council staff regard the marketing strategy as clear, inclusive and welcoming and has a good reputation of working with minority groups (reflected in feedback)</p> <p>For example, The Local Authority subscribes to New Family Social which promotes the LGBT community to foster and adopt and this is reflected in marketing strategies and the response of the assessment team.</p> <p>There is a concern that an alternative delivery model may impact on this.</p>		X	<ul style="list-style-type: none"> <li>Make sure that equality and diversity is embedded in the specification for the remodelling of the new service deliver. This will be monitored as part of the contract management processes.</li> <li>Also see mitigating action above, 'Mitigating action to ensure equality is built into a new provider ethos'.</li> <li>Also see above, 'Measures to ensure the focus with new carers is as desired/required'.</li> <li>Also see above 'Mitigation measures to ensure quality standards are applied with a new model'.</li> <li>Alternative feedback is that a Vision would be helpful.</li> </ul>
<p>Our foster carers are required to work to our equality and diversity commitments and policies and we welcome applications from the trans community.</p> <p>We know that Derby City Council has a robust Equality and Diversity vision. This is a theme that is consistently delivered through the Directorate i.e. recruitment processes, employee recruitment, on-going staffing support. Ensure this ethos is embedded within any</p>		X	<ul style="list-style-type: none"> <li>We will ensure that the remodelling of the service has a robust equality commitment to trans people, which will be monitored during the time of the service delivery.</li> <li>See mitigating action above, 'Mitigating action to ensure equality is built into a new provider ethos'.</li> <li>Also see above, 'Measures to ensure the focus with new carers is as desired/required'.</li> </ul>

What do you already know?	Positive impact	Negative impact	Mitigation
alternative delivery model.			<ul style="list-style-type: none"> <li>See above '<i>Mitigation measures to ensure quality standards are applied with a new model</i>'.</li> </ul>
<p>There is a close working relationship with the communications team to ensure marketing media and strategy reflects the values of the Council.</p> <p>There is a concern that an alternative delivery model may impact on this.</p>		X	<ul style="list-style-type: none"> <li>Governance mechanism would be in place to ensure external messages reflect Council Values, in line with alternative marketing strategies that commissioned by the LA.</li> <li>Ensure that Equality and diversity is embedded in the Service Specification for the remodelling of the new service delivery, this will be monitored as part of the contract management processes.</li> </ul>
<b>Service/Staff:</b>			
<p>There is a diverse staff group and trans employees are welcomed - all colleagues have to take the on-line equality courses. The Council also has an active LGBTQ+ Employee Network and work closely with Derbyshire LGBTQ+</p>		X	<ul style="list-style-type: none"> <li>See mitigating action above, '<i>Mitigating action to ensure equality is built into a new provider ethos</i>'.</li> <li>Also see above '<i>Mitigation measures to ensure quality standards are applied with a new model</i>'.</li> <li>Also see above, '<i>Mitigating action to support employees</i>'.</li> </ul>
<p>The Local Authority has equal opportunities in place to prevent discrimination and prejudice against any people with protected characteristics.</p> <p>There is a concern that an alternative delivery model may impact on this.</p>		X	<ul style="list-style-type: none"> <li>See mitigating action above, '<i>Mitigating action to ensure equality is built into a new provider ethos</i>'.</li> <li>Also see above '<i>Mitigation measures to ensure quality standards are applied with a new model</i>'.</li> <li>Also see above, '<i>Mitigating action to support employees</i>'.</li> </ul>
<p>The Local Authority has an LGBTQ+ Employee Network and any employees transferred under TUPE would still have this support but this may be in their own time.</p>		X	<ul style="list-style-type: none"> <li>See above, '<i>Mitigating action to support employees</i>'.</li> </ul>
<p>Foster carers and team members benefit from ongoing training of LGBTQ+ issues so they have the most relevant knowledge. We can also get help and support from Derbyshire LGBTQ+.</p>		X	<ul style="list-style-type: none"> <li>Consider the take-up of this training and how similar training can be made available.</li> <li>Also see mitigating action above, '<i>Mitigating action to ensure equality is built into a new provider ethos</i>'.</li> <li>Also see above '<i>Mitigation measures to ensure quality standards are applied with a new model</i>'.</li> </ul>

What do you already know?	Positive impact	Negative impact	Mitigation
<b>CYP:</b>			
Pre-approval training and the assessment process challenges the applicant's views and opinions to ensure they are open and receptive to social inclusion. This enables them to support any child exploring their identity without prejudice.		X	<ul style="list-style-type: none"> <li>• Ensure that equality and diversity is embedded in the specification including diversity in LGBTQ+ issues, particularly around trans children.</li> <li>• Also see mitigating action above, <i>'Mitigating action to ensure equality is built into a new provider ethos'</i>.</li> <li>• Also see above <i>'Mitigation measures to ensure quality standards are applied with a new model'</i>.</li> </ul>
There are more children and young people questioning their gender identity and so it is crucial that any agency commissioned understand the issues involved. We have close links with our LGBTQ+ community.		X	<ul style="list-style-type: none"> <li>• Ensure that any contract has good robust equality commitments to trans people and the complexities around children and young people questioning their gender identity.</li> <li>• Also see mitigating action above, <i>'Mitigating action to ensure equality is built into a new provider ethos'</i>.</li> <li>• Also see above <i>'Mitigation measures to ensure quality standards are applied with a new model'</i>.</li> </ul>

## Marriage and Civil Partnership

What do you already know?	Positive impact	Negative impact	Mitigation
<b>Foster Carers:</b>			
<p>The marketing strategy and information pack addresses and removes barriers to incentivise a range of applicants who are single, in straight or same sex relationships, who may not necessarily have thought that their personal circumstances would have allowed them to foster. Fostering Panel in their quality assurance role would also address any form of positive discrimination. It is essential that applicants within different adult relationships are treated fairly and respectfully.</p> <p>There is a concern that an alternative delivery model may impact on this</p>	X		<p>There would be no change to the Fostering panel.</p> <ul style="list-style-type: none"> <li>• Ensure that the remodelling of the service has a robust equality commitment which will be monitored during the time of the service delivery.</li> <li>• See mitigating action above, <i>'Mitigating action to ensure equality is built into a new provider ethos'</i>.</li> <li>• Also see above, <i>'Measures to ensure the focus with new carers is as desired/required'</i>.</li> <li>• Also see above <i>'Mitigation measures to ensure quality standards are applied with a new model'</i>.</li> </ul>

<b>Service/Staff:</b>			
Local Authority arrangements such as work life balance, parental leave etc. support staff members from a range of family set-ups, for example single parents.		X	<ul style="list-style-type: none"> <li>• See above, '<i>Mitigating action to support employees</i>'.</li> </ul>
<b>CYP:</b>			
Derby City's Looked After Children benefit from a range of family circumstances that can meet their individual needs well and contribute to their experience of diversity. If the marketing and recruitment activity is not within the corporate parenting remit we are concerned that a new service delivery model may have an adverse effect on the range of foster carers available		X	<ul style="list-style-type: none"> <li>• Make sure that Equality and diversity is embedded in the Service Specification for the remodelling of the new service delivery, this will be monitored as part of the contract management processes.</li> <li>• See other previous mitigating actions.</li> </ul>

## Pregnancy and maternity

What do you already know?	Positive impact	Negative impact	Mitigation
<b>Foster Carers:</b>			
Feedback from our foster carers is that currently their personal experiences and circumstances are explored and understood within the assessment process – giving a sense that fostering is compatible with family life. Even under an alternative model we would continue to do this	X		

## Race

What do you already know?	Positive impact	Negative impact	Mitigation
<b>Foster Carers:</b>			
<p>We welcome applicants from a wide range of racial and minority ethnic backgrounds, and this is reflected in our marketing strategies and recruitment activities, which aim to engage with communities in a meaningful way.</p> <p>There is a concern that an alternative delivery model may impact on this.</p> <p> EIA fostering recruitment data.pdf</p>		X	<ul style="list-style-type: none"> <li>• Ensure that the remodelling of the service has a robust equality commitment which will be monitored during the time of the service delivery.</li> <li>• See mitigating action above, '<i>Mitigating action to ensure equality is built into a new provider ethos</i>'.</li> <li>• Also see above, '<i>Measures to ensure the focus with new carers is as desired/required</i>'.</li> <li>• Also see above '<i>Mitigation measures to ensure quality standards are applied with a new model</i>'.</li> </ul>

<b>Service/Staff:</b>			
<p>We are an equal opportunity employer and team members feel a level of protection.</p> <p>Despite equality legislation there is concern that an alternative delivery model may impact on this.</p>		X	<ul style="list-style-type: none"> <li>• Ensure during the remodelling process that any service delivery is committed to meeting the requirements of the Public Sector Equality Duty.</li> <li>• See previous mitigating actions in relation to staff support.</li> </ul>
<p>Team members have very good knowledge and understanding of the local area and population – this leads to a better engagement and understanding of the families we assess.</p> <p>There is concern that a new delivery model will recruit beyond a 20 mile radius of Derby City.</p>		X	<ul style="list-style-type: none"> <li>• The LA can define, via the specification, the requirements in relation to distance from Derby.</li> <li>• DCC Marketing and Recruitment Strategy and Plan.</li> <li>• Mobilisation and Implementation</li> <li>• Communication with provider by the teams and commissioning sharing data and regular meetings would ensure a good knowledge base of local area.</li> </ul>
<p>Access to interpreters is an essential part of the assessment process for applicants for whom English is a second language – especially in terms of Safeguarding.</p>		X	<ul style="list-style-type: none"> <li>• As part of the service specification there would be a requirement to include interpretation and translation. This is something that will be a standard requirement.</li> </ul>
<b>CYP:</b>			
<p>We ensure that foster carers pre approval training covers all aspects of diversity so that carers can meet of the needs of children within the looked after system. Fostering Panel will address this in applications being presented for approval.</p>	X		
<p>Case studies and training activities are used within Skills to Foster pre approval training to ensure that applicants have a good understanding of the importance of the child voice and that any discriminatory attitudes are challenged.</p> <p>We are concerned that an alternative delivery model may impact on this.</p>		X	<ul style="list-style-type: none"> <li>• Make sure that Equality and diversity is embedded in the Service Specification for the remodelling of the new service delivery, this will be monitored as part of the contract management processes.</li> <li>• .Ensure that the remodelling of the service has a robust equality commitment which will be monitored during the time of the service delivery.</li> <li>• See mitigating action above, '<i>Mitigating action to ensure equality is built into a new provider ethos</i>'.</li> <li>• Also see above, '<i>Measures to ensure the focus with new carers is as desired/required</i>'.</li> <li>• Also see above '<i>Mitigation</i></li> </ul>

			<i>measures to ensure quality standards are applied with a new model'.</i>
The Fostering National Minimum Standards (2011) require that every child should be valued as an individual and given personalised support in line with their individual needs and background in order to develop their identity, self-confidence and self-worth.	<b>X</b>		

## Religion or belief or none

What do you already know?	Positive impact	Negative impact	Mitigation
<b>Foster Carers:</b>			
Foster carers feedback that the needs of children with different minority ethnic backgrounds and religions are well explored and supported by the assessing and supporting fostering social workers, giving a strong sense of “all being in this together”.  We are concerned that an alternative delivery model may impact on this.	<b>X</b>		See previous mitigating actions.
<b>Service/Staff:</b>			
Positive link with local churches, and other religious organisations who also promote the need for foster carers within Derby City. Positive marketing strategy utilising particular publications such as “Together” – a magazine for the Anglican Diocese. A new delivery model may assist with a more diverse range of carers	<b>X</b>		
Members of the team are supported by the Local Authority to practice their religious belief or faith.		<b>X</b>	<ul style="list-style-type: none"> <li>• See mitigating action in relation to support of staff.</li> </ul>
<b>CYP:</b>			
There is an expectation that carers understand and can meet the religious beliefs or non-beliefs of children in placement. This is thoroughly explored within the assessment and training process.	<b>X</b>		

## Sex

What do you already know?	Positive	Negative	Mitigation
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	impact	impact	
<b>Foster Carers:</b>			
<p>Male foster carers who are sole or main carers feedback that they “feel nothing but support” through the assessment and support process. Training and support allows them to think creatively about how they will manage certain situations for particular children in relation to safe care.</p> <p>We are concerned that an alternative delivery model may impact on this</p>	X	X	<ul style="list-style-type: none"> <li>• Make sure that equality and diversity is embedded in the specification for the remodelling of the new service deliver. This will be monitored as part of the contract management processes.</li> <li>• See previous mitigating action.</li> </ul>
<b>Service/Staff:</b>			
<p>As a fostering service we welcome male or female foster carers equally and there is no discrimination in terms of assessment of suitability as we follow the Council’s Equality, Dignity and Respect Policy.</p> <p>We are concerned that an alternative delivery model may impact on this</p>		X	<ul style="list-style-type: none"> <li>• Make sure that equality and diversity is embedded in the specification for the remodelling of the new service deliver. This will be monitored as part of the contract management processes.</li> <li>• See previous mitigating action.</li> </ul>
<b>CYP:</b>			
<p>Close working relationships across the different teams within the Local Authority means that Looked After Children are as well matched as they can be around particular genders.</p>	X		

## Sexual orientation

What do you already know?	Positive impact	Negative impact	Mitigation
<b>Foster Carers:</b>			
<p>The Local Authority is keen to welcome a diverse range of foster carers including from the LGBTQ+ community and offer equality in terms of assessment of any new fostering applicants. This is reflected in feedback from foster carers who have felt welcomed and have not experienced prejudice.</p> <p>We have attended Derby Pride events to encourage LGBTQ+ people to foster and we take part in LGBT Fostering week. Our publicity is diverse and we use images of same sex couples in our advertising to demonstrate our commitment to LGBT equality.</p>		X	<ul style="list-style-type: none"> <li>• Make sure that equality and diversity is embedded in the specification including diversity in LGBTQ+ issues.</li> <li>• There would be an expectation that the service would still be involved in attending these events</li> <li>• See previous mitigating action,</li> </ul>

<p>We are concerned that an alternative delivery model may impact on this.</p>			
<b>Service/Staff:</b>			
<p>We subscribe to New Family Social which promotes the LGBT community to foster and adopt. The service has successfully recruited from the LGBT community and these carers and due to the value base of the team these carers are willing to contribute to ongoing recruitment, training and promotion of the fostering role.</p> <p>We are concerned that an alternative delivery model may impact on this.</p>		<p><b>X</b></p>	<ul style="list-style-type: none"> <li>• Ensure this is maintained in the service specification and contract and is monitored.</li> <li>• See previous mitigating action.</li> </ul>
<p>We have a diverse group of employees and an active LGBTQ+ employee network. Our colleagues have to complete our Stonewall LGBT equality on-line training. We are concerned that an alternative delivery model may impact on this.</p>		<p><b>X</b></p>	<ul style="list-style-type: none"> <li>• This would be a requirement with the service specification and will be evaluated and monitored as part of the contract management processes.</li> <li>• See previous mitigating actions.</li> </ul>
<p>The Council is an equal opportunities employer and staff understand that they will be given rights and protection whatever their sexuality.</p> <p>We are concerned that an alternative delivery model may impact on this.</p>		<p><b>X</b></p>	<ul style="list-style-type: none"> <li>• See previous mitigating action in relation to staff.</li> </ul>
<p>Inclusive approach to marketing, recruitment and assessment of foster carers.</p> <ul style="list-style-type: none"> <li>- We are concerned that an alternative delivery model may impact on this.</li> </ul>		<p><b>X</b></p>	<ul style="list-style-type: none"> <li>• See previous mitigating actions.</li> </ul>
<b>CYP:</b>			
<p>Derby City council is inclusive and supportive as its approach to LGBTQ+ Children and young people. This is reflected in the recruitment and ongoing foster care support, the Children in Care Pledge and ethos of Derby City council.</p>		<p><b>X</b></p>	<ul style="list-style-type: none"> <li>• Make sure that Equality and diversity is embedded in the Service Specification for the remodelling of the new service delivery, this will be monitored as part of the contract management processes</li> </ul>

We are concerned that an alternative delivery model may impact on this			<ul style="list-style-type: none"> <li>• See previous mitigating actions.</li> </ul>
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**Important** - For any of the equality groups you don't have any information about, then make it an equality action at the end of this assessment to find out. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. You can get lots of information on reports done from organisations' websites such as the Equality and Human Rights Commission, Stonewall, Press for Change, Joseph Rowntree Trust and so on. Please don't put down that the impact affects 'everyone the same' – it never does!

**6 From the information you have collected, how are you going to lessen any negative impact on any of the equality groups? How are you going to fill any gaps in information you have discovered?**

**Actions:**

1. Make sure the service specification for the model going forward details the requirements to deliver the service – Quality Assurance, Age, Demand (quality standards and measures)
2. Make sure contract management details the key performance indicators, quality and quantitative, to support performance management, challenge and review of the procured service.
3. Make sure communication with the service, staff and current foster carers is consistent with updates on the model, timeframe and cabinet agreement.
4. To fully understand the needs of Derby City for recruitment of foster carers, demographics and so on.
5. Make sure the current vision of Derby City Council's fostering service is re-established and clearly communicated to staff, current new and potential foster carers.
6. Make sure the necessary skill base regarding the assessment and support of Connected Persons and the essential working relationship with localities is maintained. To make sure of the on-going safety of our children.

**Step 3 – deciding on the outcome**

**7 What outcome does this assessment suggest you take? – You might find more than one applies. Please also tell us why you have come to this decision?**

<b>Outcome 1</b>		<b>No major change needed</b> – the EIA hasn't identified any potential for discrimination or negative impact and all opportunities to advance equality have been taken
<b>Outcome 2</b>		<b>Adjust the policy</b> to remove barriers identified by the EIA or better advance equality. Are you satisfied that the proposed adjustments will remove the barriers you identified?
<b>Outcome 3</b>	X	<b>Continue the policy</b> despite potential for negative impact or missed opportunities to advance equality identified. You will need to make sure the EIA clearly sets out the justifications for continuing with it. You need to consider whether there are: <ul style="list-style-type: none"> <li>• sufficient plans to stop or minimise the negative impact</li> <li>• mitigating actions for any remaining negative impacts</li> <li>• plans to monitor the actual impact.</li> </ul>
<b>Outcome 4</b>		<b>Stop and rethink</b> the policy when the EIA shows actual or potential unlawful discrimination

Our Assessment team has agreed Outcome number(s)

**Outcome - 3 (Three)**

Why did you come to this decision?

We accept that we need to look at an alternative delivery model, however there are negative implications highlighted in the EIA and we have mitigated where possible.

If you have decided on **Outcome 3**, then please tell us here the justification for continuing with the policy. You also need to make sure that there are actions in the Equality Action Plan to lessen the effect of the negative impact. This is really important and may face a legal challenge in the future.

If you have decided on **Outcome 4** then if the proposal continues, without any mitigating actions, it may be likely that we will face a legal challenge and possibly a Judicial Review on the process - it is really important that the equality impact assessment is done thoroughly, as this is what the Judge will consider.

## Step 4 – equality action plan – setting targets and monitoring

**8** Fill in this table with the equality actions you have come up with during the assessment. Indicate how you plan to monitor the equality impact of the proposals, once they have been implemented.

### Equality Action Plan –setting targets and monitoring

Age

What are we going to do to advance equality	What difference will it make	When will we do it and who will lead	Monitoring arrangements
Review and promotion of the Derby City Council Marketing material	Attracting a broader age range of applicants. Ensure	From the outset of the Contract.	Contract management. Performance management

<b>What are we going to do to advance equality</b>	<b>What difference will it make</b>	<b>When will we do it and who will lead</b>	<b>Monitoring arrangements</b>
strategy.	Derby increases its local sufficiency and meets the needs of Derby's children.		framework in place.
Pursuing the message of Derby City Council as an equal opportunities employer and reflecting this in our marketing material and strategies.	Continue to embrace the principles of DCC.	From the outset of the Contract.	Contract management.

### **Disability**

<b>What are we going to do to advance equality</b>	<b>What difference will it make</b>	<b>When will we do it and who will lead</b>	<b>Monitoring arrangements</b>
Review and promotion of the Derby City Council Marketing material and strategy.	Attracting a diverse range of applicants. Ensure Derby increases its local sufficiency and meets the needs of Derby's children.	From the outset of the Contract.	Contract management. Performance management framework in place.
Pursuing the message of Derby City Council as an equal opportunities employer and reflecting this in our marketing material and strategies.	Continue to embrace the principles of DCC.	From the outset of the Contract.	Contract management.

### **Gender identity - trans**

<b>What are we going to do to advance equality</b>	<b>What difference will it make</b>	<b>When will we do it and who will lead</b>	<b>Monitoring arrangements</b>
Review and promotion of the Derby City Council Marketing material and strategy.	Attracting a diverse range of applicants. Ensure Derby increases its local sufficiency and meets the needs of Derby's children.	From the outset of the Contract.	Contract management. Performance management framework in place.
Pursuing the message of Derby City Council as an equal opportunities employer and reflecting this in our marketing material and strategies.	Continue to embrace the principles of DCC.	From the outset of the Contract.	Contract management.

### **Marriage and Civil Partnership**

<b>What are we going to do to advance equality</b>	<b>What difference will it make</b>	<b>When will we do it and who will lead</b>	<b>Monitoring arrangements</b>
Review and promotion of the Derby City Council Marketing material and strategy.	Attracting a diverse range of applicants. Ensure Derby increases its local sufficiency and meets the needs of Derby's children.	From the outset of the Contract.	Contract management.  Performance management framework in place.
Pursuing the message of Derby City Council as an equal opportunities employer and reflecting this in our marketing material and strategies.	Continue to embrace the principles of DCC.	From the outset of the Contract.	Contract management.

### **Pregnancy and maternity**

<b>What are we going to do to advance equality</b>	<b>What difference will it make</b>	<b>When will we do it and who will lead</b>	<b>Monitoring arrangements</b>
Review and promotion of the Derby City Council Marketing material and strategy.	Attracting a diverse range of applicants. Ensure Derby increases its local sufficiency and meets the needs of Derby's children.	From the outset of the Contract.	Contract management.  Performance management framework in place.
Pursuing the message of Derby City Council as an equal opportunities employer and reflecting this in our marketing material and strategies.	Continue to embrace the principles of DCC.	From the outset of the Contract.	Contract management.

### **Race**

<b>What are we going to do to advance equality</b>	<b>What difference will it make</b>	<b>When will we do it and who will lead</b>	<b>Monitoring arrangements</b>
Review and promotion of the Derby City Council Marketing material and strategy.	Attracting a diverse range of applicants. Ensure Derby increases its local sufficiency and meets the needs of Derby's children.	From the outset of the Contract.	Contract management.  Performance management framework in place.
Pursuing the message of Derby City Council as an equal opportunities employer and reflecting this in our marketing material and strategies.	Continue to embrace the principles of DCC.	From the outset of the Contract.	Contract management.

## Religion or belief or none

<b>What are we going to do to advance equality</b>	<b>What difference will it make</b>	<b>When will we do it and who will lead</b>	<b>Monitoring arrangements</b>
Review and promotion of the Derby City Council Marketing material and strategy.	Attracting a diverse range of applicants. Ensure Derby increases its local sufficiency and meets the needs of Derby's children.	From the outset of the Contract.	Contract management.  Performance management framework in place.
Pursuing the message of Derby City Council as an equal opportunities employer and reflecting this in our marketing material and strategies.	Continue to embrace the principles of DCC.	From the outset of the Contract.	Contract management.

## Sex

<b>What are we going to do to advance equality</b>	<b>What difference will it make</b>	<b>When will we do it and who will lead</b>	<b>Monitoring arrangements</b>
Review and promotion of the Derby City Council Marketing material and strategy.	Attracting a diverse range of applicants. Ensure Derby increases its local sufficiency and meets the needs of Derby's children.	From the outset of the Contract.	Contract management.  Performance management framework in place.
Pursuing the message of Derby City Council as an equal opportunities employer and reflecting this in our marketing material and strategies.	Continue to embrace the principles of DCC.	From the outset of the Contract.	Contract management.

## Sexual orientation

<b>What are we going to do to advance equality</b>	<b>What difference will it make</b>	<b>When will we do it and who will lead</b>	<b>Monitoring arrangements</b>
Review and promotion of the Derby City Council Marketing material and strategy.	Attracting a diverse range of applicants. Ensure Derby increases its local sufficiency and meets the needs of Derby's children.	From the outset of the Contract.	Contract management.  Performance management framework in place.
Pursuing the message of Derby City Council as an equal opportunities employer and reflecting this in our marketing material and strategies.	Continue to embrace the principles of DCC.	From the outset of the Contract.	Contract management.



We can give you this information in any other way, style or language that will help you access it. Please contact us on: 01332 643722  
Minicom: 01332 640666

### Polish

Aby ułatwić Państwu dostęp do tych informacji, możemy je Państwu przekazać w innym formacie, stylu lub języku.

Prosimy o kontakt: **01332 643722** Tel. tekstowy: 01332 640666

### Punjabi

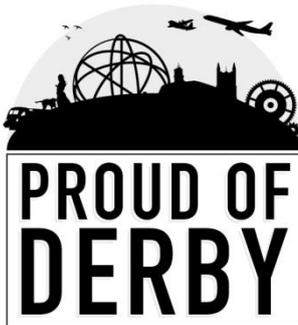
ਇਹ ਜਾਣਕਾਰੀ ਅਸੀਂ ਤੁਹਾਨੂੰ ਕਿਸੇ ਵੀ ਹੋਰ ਤਰੀਕੇ ਨਾਲ, ਕਿਸੇ ਵੀ ਹੋਰ ਰੂਪ ਜਾਂ ਬੋਲੀ ਵਿੱਚ ਦੇ ਸਕਦੇ ਹਾਂ, ਜਿਹੜੀ ਇਸ ਤੱਕ ਪਹੁੰਚ ਕਰਨ ਵਿੱਚ ਤੁਹਾਡੀ ਸਹਾਇਤਾ ਕਰ ਸਕਦੀ ਹੋਵੇ। ਕਿਰਪਾ ਕਰਕੇ ਸਾਡੇ ਨਾਲ ਟੈਲੀਫੋਨ **01332 643722** ਮਿਨੀਕਮ 01332 640666 ਤੇ ਸੰਪਰਕ ਕਰੋ।

### Slovakian

Túto informáciu vám môžeme poskytnúť iným spôsobom, štýlom alebo v inom jazyku, ktorý vám pomôže k jej sprístupneniu. Skontaktujte nás prosím na tel.č: 01332 643722 Minicom 01332 640666

### Urdu

یہ معلومات ہم آپ کو کسی دیگر ایسے طریقے، انداز اور زبان میں مہیا کر سکتے ہیں جو اس تک رسائی میں آپ کی مدد کرے۔ براہ کرم **01332 643722** منی کام 01332 640666 پر ہم سے رابطہ کریں۔



Derby City Council