



Derby City Council

**Equality Impact Assessment Model of Internal Residential Provision Children in Care**

**January 2012**

A handwritten signature in black ink, appearing to read 'M. Barrow'.

**Signed**

**Title Director Specialist Services**

**Equality Impact Assessment Model of Internal Residential provision Children in Care  
January 2012**

Please use this form to record your findings, proposed actions, equality objectives and targets. Use the guidance notes to help you do the assessment or contact the Equality Standard Project Manager if you need some advice

**About the policy, practice, service or function you are assessing**

Name of policy, practice, service or function: **Model of Internal Residential provision Children in Care**

Assessment team leader name: **Jackie Colley Commissioning Manager CYPD**

Department responsible: **Commissioning** Service Area: **Children in Care**

Other members of assessment team: Commissioning CIC meeting members as below -

<b>Name</b>	<b>Position</b>
Jackie Colley	Commissioning Manager
Rita Silvester	Director Commissioning
Katie Harris	Director Specialist Services
Elene Constantinou	Head of Service CIC
Rod Jones	Deputy Head of Regulated Services I
Colin Hayes	Surveyor Asset Management
Hazel Lymbery	Head of Commissioning
Alison Wood/ Sarah Walls	Information Management
Jocelyn Wain	Principal Accountant Children and Young Peoples Finance
Daljit Dosanjh	Finance officer Commissioning
Karen Doe	Commissioning Manager External Placements
John Chadwick	Brokerage Coordinator

<b>Question</b>	<b>Response/ findings</b>
What are the main aims and objectives or purpose of the policy, practice, service or function that you are assessing?	To develop an agreed model for our internal residential provision to develop improved outcomes, placement quality and value for money
Who implements, carries out or delivers the policy, practice, service or function? Please state where this is more than one person, team, department, or body – and include any outside organisations who deliver under procurement arrangements	The Children in care commissioning group which reports to the CYPD Transformation Board in partnership with providers and commissioners and other key stakeholders
<b>Question</b>	<b>Response/ findings</b>
Who is affected by the policy, practice, service or function, or by how it is delivered? Such as, who are the external and internal customers, groups, or communities?	<ul style="list-style-type: none"> <li>• Staff working in children and young peoples services Derby</li> <li>• External providers</li> <li>• Children and young people</li> <li>• Parents and Carers</li> <li>• Schools and colleges</li> </ul>
What outcomes do we want to achieve, why and for whom? For example, what do you want to be providing, how well, what changes or improvements, and what should the benefits be for customers, groups or communities?	<ul style="list-style-type: none"> <li>• Raising educational standards to national levels and beyond for all Children &amp; Young People Dept</li> <li>• Substantially increasing partnership compliance with integrated processes</li> <li>• Reducing our CIC population to our comparator average</li> <li>• Reducing the number of children subject to safeguarding plans to that of our comparator average</li> <li>• Closing the gap for those at risk of poorest outcomes</li> </ul>
<b>Question</b>	<b>Response/ findings</b>
What existing or previous inspections of the policy, practice, service or function are there? For example, Best Value Inspections, policy reviews, research into the effects of a policy or practice.	The model is informed by the – <ul style="list-style-type: none"> <li>• outcome of Ofsted inspections</li> <li>• best practice based on the available evidence</li> <li>• national data from CIPFA ( Certified Institute of Public Finance and Accounting ) benchmarking clubs from 2009 to 2011 and local management information</li> </ul>
What did they tell you?	The information from the local and national data has supported the identification of preferred options for an internal service model of residential provision for children and young people in the care of Derby City Council

## Identifying potential equality issues and factors

Question	Response/ findings
<p>What do you already know about the equality impact or need? For example, from research, feedback, consultation or any performance monitoring</p>	<p>A local needs assessment was undertaken in the area of CIC residential which is referenced as –Matching Needs and Services Internal Residential provision January <b>2012</b>. This was informed by –</p> <ul style="list-style-type: none"> <li>• More detailed analysis from the current management information system of the residential cohort in internal and external residential placements and independent fostering placements</li> <li>• Benchmarking with our comparator group and nationally through the most up to date CIPFA report</li> <li>• Individual interviews with managers and residential staff in all 5 of the residential units including Moorfields</li> <li>• A focus group with social workers and managers in the CIC teams</li> <li>• Consultation with approximately 50% of young people in internal residential provision through the use of a structured questionnaire administered through CSV ( Community service Volunteers - current provider of advocacy and Independent Visitor services to CIC )</li> <li>• Consultation with partners and wider stakeholders through the CIC stakeholder event in December 2011</li> <li>• Work within the project group in partnership with asset management, finance, operational and commissioning staff</li> </ul>
Question	Response/ findings
<p>Is there any evidence of higher or lower take up under the policy or practice, or of the service or function for any particular groups? For example, who uses the service, who doesn't and why not?</p>	<p>Gaps in need include –</p> <ul style="list-style-type: none"> <li>• Early identification of children and young people and appropriate packages of multi agency support to secure good outcomes including long term stability</li> <li>• A lack of good needs analysis, including effective assessment of children and difficulties in placement matching</li> <li>• A lack of specification for internal residential resources. This can result in a lack of clarity for management and staff and an attempt to try and meet a wide range of placement needs.</li> <li>• A lack of flexibility in our internal residential provision due to constraints with buildings and location. Some of the buildings require investment and improvement to the design.</li> <li>• The size of our residential units to support meeting individual need effectively.</li> </ul>

	<ul style="list-style-type: none"> <li>● Placement stability and the link to outcomes particularly in relation to external residential placements for complex needs</li> <li>● Level of need to match with placement type and how this is recorded. This has implications for planning future resources, budgets and the balance between internal and external services</li> </ul>
<p>Have there been any important demographic changes or trends locally? For example is the population changing, and if so, how and what might that mean for the service or function?</p>	<p>The local needs analysis tells us the following –</p> <ul style="list-style-type: none"> <li>● There is a high number of CIC overall at 8.7 per 1000 v the CIPA average of 6.5</li> <li>● Our numbers had a steep rise between March and September 2010 and have continued to rise above the average to September 2011</li> <li>● If own provision in Derby was at the level consistent with the national average then 17 beds would be own provision, the remaining 31 provided by others</li> <li>● If Derby were to achieve national average numbers in Childrens homes then bed provision would need to be 39 of which 14 would be own provision and 25 provided by others</li> <li>● Our internal fostering provision matches the national average exactly. However we use slightly less IFAs than the national average</li> <li>● The majority are accommodated with a third having been in placement for less than a year</li> <li>● Boys outnumber girls by 2 : 1</li> <li>● There are a high number in the 15 years plus age band compared to the general CIC population</li> <li>● There is a higher number of dual heritage young people in the residential cohort compared with the whole population.</li> <li>● The average stay in internal provision was 9.4 months, lower than external residential</li> <li>● Emergency admissions are high at Moorfields. As of 1 October 12 of 13 young people were admitted on an emergency basis</li> </ul>

<b>Question</b>	<b>Response/ findings</b>
Is there an indication that any of the policies or practices involved with the service or function creates particular problems or difficulties for any groups of customers or communities?	The work around assessing need and matching services report has informed an options appraisal for the delivery of a revised service model for internal residential provision over the next 3 – 5 years. The preferred option will aim to deliver a planned reduction in the number of internal residential beds and at the same time improving quality and value for money. The aim is to achieve this in a staged way to minimise disruption and continue to assess market demand, whilst at the same time meeting the Local Authority's sufficiency requirements in relation to placements overall.
What information or data exists? For example, statistics, customer feedback, complaints, research, monitoring – who keeps it and can you get hold of it?	See section in relation to needs assessment
<b>Question</b>	<b>Response/ findings</b>
Does any equality or diversity objectives already exist? If so, what are they and what is current performance like against them?	See section in relation to needs assessment
Is the service having a positive or negative effect on particular people in the community, or particular groups or communities?	See section related to needs assessment

## **Collecting the information and data about how the policy, practice, service or function, impacts on communities**

Please record your information and data in this table and think about:

- what information or data you will need
- using both quantitative and qualitative data
- making sure that where possible there is information that allows all perspectives to be considered
- identifying any gaps in the information/ data and what it can tell you

The commissioning plan has a project plan attached to it from January to July 2011. The project plan is informed by the outcome of the local and national needs assessment, and evidences how the local authority can start to evidence sufficiency of provision for children in care. The work reports into the CYPD Transformation Board and commissioning meeting. The ongoing work will be informed by input from the key stakeholders including children and young people. Membership of the CIC commissioning group has been broadened to include the youth offending service and education / participation support to CIC in order to ensure we continue to meet the needs of the whole population in or on the edge of care and to support active stakeholder engagement.

## Objectives - process, impact or outcome based

Please give your proposed objectives/ targets in this table

<b>Objective/Target:</b>	<b>To deliver the action plan for CIC based on the Commissioning Plan CIC</b>
Specific	Programme management of the action plan across the areas identified – Residential Implementation, Fostering Review, Adoption Review, MST service development and development of the Market Position Statement
Measurable	Delivery of identified actions by named individuals through the CIC commissioning meeting and reporting to the CYPD Improvement Board
Achievable	The actions are evidence based and informed by the CIC commissioning plan. Most of the actions have an underpinning cost reduction benefit and have strategic sign off. The realisation of those cost benefits is dependent on a number of variables which will become clearer over the next 3 – 6 months
Relevant	The action plan is relevant as a strategic tool to improve outcomes for the most vulnerable groups of young people, involving key stakeholders in the process including children and young people
Timed	The timescale for the action plan is January 2013

**Jackie Colley**  
**Commissioning Manager**  
**January 2012**