



North

Yorkshire County Council

Equality Impact Assessment (EIA) for Fostering Restructure

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যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান, তাহলে দয়া করে আমাদেরকে বলুন।

如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو برائے مہربانی ہم سے پوچھئے۔

Equality Impact Assessments (EIAs) are public documents. EIAs accompanying reports going to County Councillors for decisions are published with the committee papers on our website and are available in hard copy at the relevant meeting. To help people to find completed EIAs we also publish them in the Equality and Diversity section of our website. This will help people to see for themselves how we have paid due regard in order to meet statutory requirements.

Name of Directorate and Service Area	Children and Young Peoples Services
Lead Officer and contact details	Alan Tucker x3573
Names and roles of other people involved in carrying out the EIA	Wendy Rowley – Project Manager Emma Lickiss – Project and Change Officer Sarah Cooke – Senior HR Advisor
How will you pay due regard? e.g.	Via the project team meetings which

working group, individual officer	include a HR representative Through the formal staff consultation process
When did the due regard process start?	From the beginning of the reorganisation process
Sign off by Assistant Director (or equivalent) and date	Judith Hay - July 2015

Section 1. Please describe briefly what this EIA is about. (e.g. are you starting a new service, changing how you do something, stopping doing something?)

In 2012, Children's Social Care Assessment and Looked After Children Teams were transformed. The transformation has delivered more consistent and solutions-focused practice across the county. The Fostering Service now needs to make similar changes to work more cohesively, within what will soon be Children and Families, and also embed the permanence agenda for Looked After Children.

The Fostering Service has also been commissioned to create a county wide short breaks service for disabled children. Some time ago the former Barnardo's short breaks contract was brought in-house and the 'Umbrellas' Action for Children contract similarly transferred in June 2015. Growth in the number of short breaks and contract carers is required and this strategic development is directly linked to the planned 2020 saving to be achieved by the reduction in the use of the children's resource centres by some disabled children via changing to family based short term care.

The proposal is for a fundamental redesign of the Fostering Service into a fully integrated model.

Section 2. Why is this being proposed? (e.g. to save money, meet increased demand, do things in a better way.)

The recruitment of foster carers needs to be rigorously improved in order to secure timely matches for children. A needs-led marketing and recruitment strategy is required with a co-ordinated assessment process that can quickly find matches for children who are waiting for a placement.

Similarly, collaborative working and intensive packages of support are required in order to sustain placements for children and young people. The service needs to be able to support more children to remain in their current placement. Well informed out of hours support is crucial and needs to join up with the No Wrong Door model to ensure that 'out of hours' wrap around support can be developed.

Achieving greater placement stability for more children is a key driver for the service

redesign and is in line with Supporting Outcome 2(d) 'Looked after children experience stable and secure placements, within North Yorkshire and as close to home as possible' in Young and Yorkshire (2014-17). The proposed restructure is also taking place in the context of the 2020 North Yorkshire programme – for which it is important to give overall consideration to how services will be fit for the future, cost effective and efficient.

Overall, the aspiration is to develop a 21st century fostering service that achieves excellent outcomes for children and is one of the best in the country.

Section 3. What will change? What will be different for customers and/or staff?

Staff

The proposed structure is looking to change from 3 locality fostering teams to 2 larger locality teams and 1 centralised team to oversee key functions e.g. marketing, recruitment and assessment. This will allow the service to become a fully integrated service across accredited, advanced, specialist and short break/contract carers (for disabled children).

The proposed structure has less management posts. The impact will be greater consistency of practise and clearer lines of accountability. There will be an expectation that managers take on more of a strategic role in their locality.

In the proposed structure, all fostering social workers will have a workload which supports all aspects of fostering rather than specialist areas as in the past. To recognise the additional support requirements for advanced and specialist carers, more time will be assigned to support these households. In addition, assessment will be focused on by a smaller number of workers.

Under the proposal, the focus of Deputy Service Managers will change to practise supervision and oversight rather than formal people management.

Some members of staff may have a different work place under the proposal, which could potential increase their travel time to work.

There is a reduced management cost from current base budget but overall there will be an increase in cost because of the money from short breaks that would be transferred in. There will be savings for marketing and recruitment as a result of economies of scale as campaigns will cover existing service and the short breaks.

Customer

The proposed restructure should result in better matching between foster carer and

child.

The proposed restructure will facilitate raising the profile of the service to potential foster carers and speed up the recruitment process.

Due to the restructure, there may be a change in the supporting fostering social worker for some foster carers but there will be no change to the children's social workers.

The short breaks service is being brought in house. Some time ago the former Barnardo's scheme in the West transferred into North Yorkshire. The similar Action for Children scheme in the East transferred across in mid-June 2015. To support this integration the SEND service has contributed some additional finance resource.

Due to the transfer of the short breaks, carers will have a change of provider and in some cases may have a change of worker to gain travel efficiencies.

Section 4. What impact will this proposal have on council resources (budgets)?

Cost neutral? N

Increased cost? Y

Reduced cost? N

Please explain briefly why this will be the result.

There is reduced cost from current base budget but overall an increase in budget because of the overall money from short breaks that would be added in

Section 5. Will this proposal affect people with protected characteristics?	No impact	Make things better	Make things worse	Why will it have this effect? State any evidence you have for your thinking.
Age	✓			<p>Customer: No adverse impact is anticipated as a result of the changes.</p> <p>Staff: The restructure does not introduce any change in terms of the current age profile. We will be compliant with the</p>

				legislation to ensure that staff are not disadvantaged because of their age.
Disability	✓	✓		<p>Customer: Due to the integration of the short breaks into the service, there will be a greater number of disabled children being offered short breaks in a family setting. However this is dependent upon being able to recruiting sufficient foster carers.</p> <p>Staff: No impact is anticipated as a result of the changes. The changes will not introduce any change in terms of the current disability profile. As an organisation, NYCC must continue to meet the requirements of the Equality Act 2010, which obligates us to make reasonable adjustments to accommodate disabled individuals as employees or service users.</p>
Sex (Gender)	✓			<p>Customer: No adverse impact is anticipated as a result of the changes.</p> <p>Staff : The restructure does not introduce any change in terms of the current profile. Appointments to the structure will follow NYCC policies and procedures and will be made on merit.</p>
Race	✓			<p>Customer: No adverse impact is anticipated as a result of the changes.</p> <p>Staff: No impact is anticipated as a result of the changes. As an organisation, NYCC must comply with relevant legislation and all services need to be culturally sensitive and appropriate and respect the values, beliefs, culture and tradition of the individuals we work with. Staff should also directly tackle any</p>

				evidence of racist attitudes, bullying or discrimination amongst colleagues and service users.
Gender reassignment	✓			<p>Customer: No impact is anticipated as a result of the changes.</p> <p>Staff: No impact is anticipated as a result of the changes. As an organisation, NYCC must comply with the conditions of the Gender Recognition Act and there is the statutory requirement to protect the confidentiality of someone who has changed, or is in the process of changing their gender.</p>
Sexual orientation	✓			<p>Customer: No impact is anticipated as a result of the changes.</p> <p>Staff: No impact is anticipated as a result of the changes. For information, this data is not recorded within the corporate HR system. The Government estimates that 5-7% (one in 15) of the population is lesbian, gay or bisexual. As an organisation, NYCC should promote an understanding of diversity and respect for others and work sensitively around issues of sexuality and identity.</p>
Religion or belief	✓			<p>Customer: No impact is anticipated as a result of the changes.</p> <p>Staff : No impact is anticipated as a result of the changes. For information – this data is not recorded within the corporate HR system. No impact is anticipated and will not introduce any change in terms of the current profile. As an organisation, NYCC should continue to make efforts to accommodate the needs of individuals in terms of religion</p>

				or belief.
Pregnancy or maternity	✓			Customer: No impact is anticipated as a result of the changes. Staff: No impact is anticipated as a result of the changes. As an organisation, NYCC must comply with relevant legislation and it is unlawful for employers or service providers to discriminate against women who are pregnant or have recently given birth.
Marriage or civil partnership	✓			Customer: No impact is anticipated as a result of the changes. Staff: No impact is anticipated as a result of the changes. It is unlawful for employers or service providers to discriminate against individuals with regard to marriage or civil partnership. Employers must also treat civil partners in the same way as married people in a wide range of matters, including employment and vocational training. Any benefits given to married employees must also be offered to civil partners, including flexible working, statutory paternity pay, paternity and adoption leave, health insurance and survivor pensions.
Section 6. Would this proposal affect people for the following reasons?	No impact	Make things better	Make things worse	Why will it have this effect? Give any evidence you have.
Live in a rural area	✓			Customer: No impact is anticipated as a result of the changes. Staff: No impact is anticipated as a result of the changes.

Have a low income	✓			<p>Customer: No impact is anticipated as a result of the changes.</p> <p>Staff: No impact is anticipated as a result of the changes as there are no low income posts in the service.</p>
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Section 7. Will the proposal affect anyone more because of a combination of protected characteristics? (e.g. older women or young gay men?) State where this is likely to happen and explain what you think the effect will be and why giving any evidence you have.

There is no anticipated impact on a combination of any protected characteristics but it will be monitored through the process and this document will be updated if anything is raised which needs to be included.

The draft EIA formed part of the consultation and was subsequently reviewed.

Section 8. Only complete this section if the proposal will make things worse for some people. Remember that we have an anticipatory duty to make reasonable adjustments so that disabled people can access services and work for us.

Can we change our proposal to reduce or remove these adverse impacts?

The proposal is not anticipated to have any adverse impacts on the protected characteristics.

Can we achieve our aim in another way which will not make things worse for people?

The proposal is not anticipated to have any adverse impacts on the protected characteristics.

If we need to achieve our aim and can't remove or reduce the adverse impacts get advice from legal services. Summarise the advice here. Make sure the advice is passed on to decision makers if the proposal proceeds.

The proposal is not anticipated to have any adverse impacts on the protected characteristics.

Section 9. If the proposal is implemented how will you find out how it is really affecting people? (How will you monitor and review the changes?)

There will be post implementation reviews 6 month and 12 month following the implementation.

Section 10. List any actions you need to take which have been identified in this EIA

Action	Lead	By when	Progress
Revise EIA after consultation	AT	June 2015	Revised 8/07/15 by AT
Peer review of EIA by CYPS E&DG	AT	July 2015	Revised 31/07/15 due to feedback from peer review.
Sign off by AD	AT/JH	July 2015	Agreed by JH on 6/8/15
Review of progress – 6 month post implementation review	AT	April 2016	
Review of progress – 12 month post implementation review	AT	Oct 2016	