

Equality Impact Assessment (EqIA)

Before completing this EqIA please ensure you have read the EqIA Guidance Notes

Title	Set up of Children's Advice & Duty Service (ChAD) (known as the Front Door Project)		
Date assessment started:	12 August 2019	Version No:	1.0
		Date of completion:	12 November 2019

Type of Strategy, Policy, Project or Service:

Is this Equality Impact Assessment (please put a cross in the relevant box)

Existing:	<input type="checkbox"/>	Changing, update or revision:	<input type="checkbox"/>
New or proposed:	<input checked="" type="checkbox"/>	Other (please explain):	<input type="checkbox"/>

Is this Equality Impact Assessment (please put a cross in the relevant box)

Internal:	<input type="checkbox"/>	External:	<input type="checkbox"/>	Both:	<input checked="" type="checkbox"/>
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Step 1: Aims

<p>What are the aims of your strategy, policy, project or service?</p> <p>Children and Families As part of the wider changes in Children's Services in Dorset (the Blueprint for Change, a whole service redesign), we are working with Professor David Thorpe and his team to transform how partner agencies, families and members of the public contact the Council when they have a concern about a child, creating the Children's Advice and Duty Service (ChAD). This will help ensure the right decisions are made at an early stage for our children and young people, the first time we have contact about them. We know that if the right decisions are made for children and young people as soon as they need additional support and protection, we will achieve better outcomes that are more likely to be sustained throughout their childhood.</p> <p>Recent research (See Appendices A and B) carried out by Professor Thorpe and his team in Norway, Western Australia and twenty UK local authorities shows that children who have either been avoidably significantly harmed or who are believed likely to be avoidably significantly harmed generally constitute between only five and ten percent of those brought to the attention of children's social care. This puts a significant burden on social care services but also subjects children and families to social care investigation unnecessarily, creates anxiety for them and delay in the appropriate services being provided.</p>
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Professor Thorpe's research has shown that the adoption of conversational procedures by social workers based in duty suites brings several beneficial results. These include the following: -

- Immediate reductions of over one third in the amount of information brought to attention converted into referrals
- Increased confidence on the part of partners in responses to their concerns
- The development of 'lateral' and sometimes shared accountabilities leading to strengthened partnership networks.
- A tighter focus on the most complex and concerning cases
- In some local authorities, the triggering of a 'cascade' effect leading to reductions in Single Assessments, and/or reductions in Single Assessments resulting in no further action.

Service Users (Public)

Members of the public who have concerns about a child will no longer email or fill in an online form, alongside calling, as they have in the previous service; the Multi-Agency Safeguarding Hub (MASH). They will instead only be able to phone the ChAD service. This will enable a two-way conversation to occur in real time, with the right questions being asked to establish the child's needs so that appropriate advice can be given, and the next steps agreed. It is anticipated that this will result in a better experience for service users, as they will be able to discuss concerns in real time, rather than having a back and forth over email or being contacted about the contents of the online form. It will lead to swifter resolutions for them, and the child(ren) they are calling about.

Service Users (Professionals & Partners)

As well as providing better outcomes for children and families, setting up this new service will help shape our offering to professionals who call in to make contact about children and families. This will provide the right conversation and questions, and we will be coaching those professionals so that they feel empowered and confident to do their jobs swiftly and effectively. We will promote early health assessments by partner practitioners and safely reduce the numbers of statutory assessments in social care teams.

As indicated above, this approach will in turn help to forge stronger relationships between Dorset Council Children's Services and partner agencies.

Employees

The new approach through this new model (Children's Advice & Duty Service) - with a new staffing structure - means that all contacts will come through over the phone and Consultant Social Workers will make decisions in conjunction with partners, and support Advisers with next steps. This will: -

- Reduce referrals (predicted by up to 33% in the first year)
- Reduce caseloads
- Improve the wellbeing of our employees as they'll have more time with each case so it will be less stressful
- Give employees better work-life balance
- Provide more time for learning and development opportunities
- Enable social care teams within the wider service to undertake a greater amount of direct work with children and their families
- Reduce the need for children to become subject to Child Protection investigations/plans, coming into care through crisis situations etc. This will likely mean a greater sense of job satisfaction for social workers and the support functions involved, as more families will be kept together
- Result in social workers doing more of what they came into the profession for; to effect change in families and improve the 'lived experiences' of children and young people.

The above should therefore hopefully improve social worker retention and make Dorset Council a more attractive place to work for social care candidates.

The front door to Children's Services Early Help and Social Care support will be a window to Dorset Council and all staff working as part of the service will champion the Dorset behaviours of Respect, Responsibility, Recognition and 'One Team' Collaboration and be role models for colleagues across the Council. All staff in the service will have a strong commitment to ensuring children are happy, thrive and are able to be the best they can be.

What is the background or context to the proposal?

Dorset Children's Services want to provide the best service to our partner agencies, as well as to Dorset's children and families, through a high functioning front door. The current Multi-Agency Safeguarding Hub (MASH) has been under significant pressure because of increasing numbers of contacts and referrals and this has led to high numbers of assessments being sent to the District Teams and high referral rates. We need to manage contacts differently so that children get the right support first time, to achieve the aims set out in the above section.

To achieve this, a new service known as the Children's Advice & Duty service (ChAD) is being set up from late September (when David Thorpe and his team will provide training and on job coaching) with a launch of the service on 2 October 2019. It is planned for the new service to be in Wareham, at Westport House.

The service will no longer take written referrals. Instead the ChAD Managers, Consultant Social Workers and Early Help Advisors will work together to manage the front door to all of Dorset Council Children's Services. Calls from partner agencies will be received through a 'professionals only' telephone line between 8.00 a.m. and 10.00 p.m. Monday to Sunday with the Consultant Social Workers available during these times to provide advice and support to other professionals, asking key questions about the risks and strengths within families and then agreeing together who is best placed to meet the needs of a child. They will continue to provide vital cross agency checks for those children most at risk, working closely with colleagues from health and the police.

The new service, fully staffed, will comprise of 11 Consultant Social Workers, 5.5 ChAD Advisors, 3 ChAD Team Managers and 2.5 Business Support posts. The team will work on rota's, with circa 14 – 15 employees on duty at any one time. Some of the roles will be 'on call' at times. Recruitment into ChAD is from within Children's Services (including relevant agency workers, in line with the Agency Worker Regulations).

This is a new service, and not a restructure of the Multi-Agency Safeguarding Hub (MASH). The MASH will remain at Poole Police Station for the time being, and anyone who does not apply for one of the new roles in ChAD will be allocated work in consultation with them, and will be considered and have rights under the forthcoming changes to Children's Services via the Blueprint for Change. (This is the whole service re-design currently taking place to reshape our offer and make improvements to our services).

Step 2: Intelligence and Communication

What data, information, evidence and research was used in this EqlA and how has it been used to inform the decision-making process?

Extensive work has been undertaken with Professor David Thorpe and his team to inform how our new front door service should be set up and operate. They visited our current MASH team to understand how the service operates i.e. the structures and processes, by shadowing employees, listening to calls and auditing cases to understand outcomes and follow-through. Professor Thorpe has shared the benefit of years of research with us and has also shared data about the reduction in referrals and cases where this model has been set up and used in other Local Authorities. This has been the basis for our decision-making and has informed how the service will operate in the context of Dorset Children's Services.

We have met with the Assistant Director of Norfolk Council who has implemented the model in Norfolk and had previously done so in a London Borough Council. In both areas the model has successfully delivered the expected outcomes. A visit to Norfolk County Council - who introduced this new model in October 2018 - took

place in August 2019 so that we could understand the operating model in practice, how it has benefitted Norfolk, and to gather any learnings they've had.

We have collated evidence and information from employees (both those in the MASH and other professionals in Children's Services) about the proposed operating model via team meetings, feedback, emails etc.

Equal Opportunities data from contacts into the MASH, the comparable service, is not available as service users were not asked to disclose this information (other than is required for Mosaic Ethnicity, but this is only where voluntarily provided). The Consultant Social Workers and Advisors in the new service will be expected to ask for and record ethnicity, religion and other equal opportunities data that people are willing to provide, when taking referrals in future. The new model lends itself to being able to collect and record limited information better than the current model, because all contacts will come in over the phone, so every person will be asked. This would be recorded in Mosaic, the case holding system.

Given the above, census data has been considered with regards to our likely service users, with regards to how the new service may impact them (see section below).

As the new service is not a restructure of the MASH, it is not appropriate to consider the characteristics of that particular employee group. However, as the new roles are open to all employees (and relevant agency workers) within Children's Services, data is provided in the section below as to the workforce profile for the whole service.

The Senior Leadership Team, composed of the Executive Director for People – Children and the children's services Corporate Directors, have considered all evidence, information, research, data and recommendations from the lead officers for the Front Door Project, in coming to decisions about the new front door service.

What data do you already have about your service users, or the people your proposal will have an impact on?

Service User Demand

Contacts (some of which led to Referrals) received to the MASH (previous comparable service) between April 2018 and March 2019 totalled 11,918. 4,864 (40%) were allocated for a social work assessment and 1,671 (14%) assigned to the Family Partnership Zone for Early Help. Of those 11,918 contacts; 1,164 were from members of the public or the individuals needing the help; 10,599 were from professionals (i.e. Health, Education, Police etc.); and 155 were anonymous or unknown. In 5,251 cases, no action was taken. The model we are seeking to introduce will embed an ethos of every professional/person/family receiving appropriate support.

Most contacts currently made to the current MASH come by way of email (75.5%). Just 20% are made through telephone conversation and in these cases many decisions are made with no exploration of the concerns. Although there is no current data available to provide the exact details, this leads to many (approximately 40 to 60%) social work Assessments concluding that there is 'no evidence to substantiate the concerns raised' or 'the threshold for ongoing social care involvement is not met'. This can lead to families not receiving the appropriate support at an early stage and adds to the referral rates.

Population of Dorset

As equal opportunities data on members of the public and other service users (professionals) accessing the service is not held, below is a breakdown of the population of Dorset (from where service users will primarily be drawn) with reference to the protected characteristics (and other factors) there is currently data on, in order to inform the potential impacts in Step 3 Assessment section below.

Data is taken from the below website and includes data taken from the Census, and Office for National Statistics 2011 – 2017: -

<https://apps.geowessex.com/stats/AreaProfiles/UnitaryAuthority/dorset-council>

Age	%
All Persons (Count)	375,051
0 - 15 Years Old	16
16 - 64 Years Old	55.8
65+ Years Old	28.3

Disability	%
All Usual Residents (Count)	365,153
Day to Day Activities Limited a lot	8.4
Day to Day Activities Limited a little	11.4

Marriage/Civil Partnership	%
All Residents, 16 years + (Count)	305,307
Married	54.2
Same Sex Civil Partnership	0.2

Race & Ethnicity	%
All Residents (Count)	
White British & Northern Irish	95.6
White: Gypsy or Irish Traveller	0.1
Other White	2.3
Mixed/Multiple Ethnic Groups	0.8
Asian/Asian British	0.9
Black/African/Caribbean/Black British	0.2
Other Ethnicity	0.1

Religion or Belief	%
All Residents (Count)	365,153
Christian	65.1
Buddhist	0.3
Hindu	0.1
Jewish	0.1
Muslim	0.3
Sikh	0
Other Religion	0.5
No Religion	25.4
Religion Not Stated	8

Poverty	%
Household not deprived in any dimension	45.2
Household deprived in 1 dimension	34.4
Household deprived in 2 dimensions	16.9
Household deprived in 3 dimensions	3.2
Household deprived in 4 dimensions	0.3

Military	
Households where Household Representative Person member of Armed Forces (Count)	4,491

Sexual Orientation	%
All (Count)	297,603
Living as a Same Sex Couple / Civil Partnership Same Sex	0.63

Sex	%
All Persons (Count)	375,051
Male	48.9
Female	51.1

Rural Isolation	%	Single Parent Family	Total Households	%
Households within top 20% of most deprived areas who have no access to own transport	4.6	All Households	158,738	92
Households within top 20% of most deprived areas who have access to 1 vehicle or less	23.9	Lone Parent	12,110	8

Carers	Count	%
Provides Unpaid Care	43,334	11.9

Workforce Profile for Children's Services

The composition of the whole workforce in Children's Services is set out below, in order to inform potential impacts in Step 3 Assessment section below. This is the data we currently hold on employees in our HR/Payroll system (SAP). We do not have data for Pregnant and New Mothers for Children's Services. This data covers the whole of the workforce including both directly employed individuals and people engaged on a non-employed basis i.e. agency, contractor, casual workers etc. as at 28 August 2019.

Contractual Basis (Hours)	Headcount	Percentage of Workforce %
Full-time	506	48.85
Part-time	530	51.15
Total	1036	100

Sex Breakdown	Headcount	Percentage of Workforce %
Female	842	81.27
Male	194	18.73
Total	1036	100

Age Bandings	Headcount	Percentage of Workforce %
16 - 24	49	4.72
25 - 39	282	27.2
40 - 49	259	25
50 - 59	299	28.9
60 - 64	107	10.32
65+	40	3.86
Total	1036	100

Disability	Headcount	Percentage of Workforce %
Answer Not Provided	130	12.55
Preferred Not To Say	82	7.92
Disabled	31	2.99
Not Disabled	793	76.54
Total	1036	100

Race & Ethnicity	Headcount	Percentage of Workforce %
Not Declared	196	18.92
White British	780	75.29
Black & Minority Ethnic	23	2.22
Other Black & Minority Ethnic	37	3.57
Total	1036	100

Sexual Orientation	Headcount	Percentage of Workforce %
Heterosexual	505	48.74
Not Declared	520	50.2
Lesbian	6	0.57
Bisexual	2	0.2
Other	2	0.2
Gay Man	1	0.09
Total	1036	100

Religion	Headcount	Percentage of Workforce %
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Buddhist	3	0.29
Christian	213	20.56
Jewish	1	0.09
None/No Religion	165	15.93
Not Declared	644	62.17
Other	10	0.96
Total	1036	100

Pregnancy/Maternity – as at 26 September 2019, 27 women in Children’s Services are on Maternity Leave, with a further 1 Maternity Leave expected to commence in October/November.

What engagement or consultation has taken place as part of this EqIA?

As above, all relevant employees (including those working in the MASH) have been engaged in conversations about this new service. Formal consultation was not required, given that this is not a restructure. Engagement has been through team meetings, individual meetings, email etc and a meeting was held on 12 August 2019 to inform the MASH team of the next steps and answer any questions they had.

Trade Unions have been informed of the set-up of the new service, and Unison attended the meeting of 12 August 2019 alongside our Human Resources Business Partner and the Acting Corporate Director for Care & Protection. This was held in the interests of maintaining good working relationships and providing employees with clarity.

The Portfolio Holder (the Councillor responsible for promoting services and representing the Council) for Children, Education & Early Help has been consulted with and is fully supportive and in agreement to the set-up of the new front door service.

Given the nature of the changes, this did not need Cabinet approval. The set-up of the new service was approved by Sarah Parker, Executive Director for People - Children, and the Children’s Services Senior Leadership Team.

No public consultation was required as this is a new service, with no services being withdrawn or cut back.

Is further information needed to help inform this proposal?

No

How will the outcome of consultation be fed back to those who you consulted with?

No formal consultation has taken place, however as above, relevant employees have been updated recently and we will continue to do this as the new ChAD service is recruited to and readies for launch on 2 October. This will primarily be achieved via 1:1 meetings held by line managers, and team meetings.

We will also keep Trade Unions and other interested parties updated as posts are recruited to and concerning any significant updates. Communication will primarily be via email updates and meeting reports. For instance, extended Children’s Services Leadership Team meetings.

Step 3: Assessment

Who does the service, strategy, policy, project or change impact?

- If your strategy, policy, project or service contains options you may wish to consider providing an assessment for each option. Please cut and paste the template accordingly.

For each protected characteristic please choose from the following options:

- Please note in some cases more than one impact may apply – in this case please state all relevant options and explain in the 'Please provide details' box.

Positive Impact	<ul style="list-style-type: none"> • Positive impact on a large proportion of protected characteristic groups • Significant positive impact on a small proportion of protect characteristics group
Negative Impact	<ul style="list-style-type: none"> • Disproportionate impact on a large proportion of protected characteristic groups • Significant disproportionate impact on a small proportion of protected characteristic groups.
Neutral Impact	<ul style="list-style-type: none"> • No change/ no assessed significant impact of protected characteristic groups
Unclear	<ul style="list-style-type: none"> • Not enough data/evidence has been collected to make an informed decision.

Age:	Positive Impact
What age bracket does this affect?	All
Please provide details:	<p><u>Employees</u> The new service presents new employment opportunities for all employees, regardless of age. The majority of the workforce are aged between 16 – 59 years old. It may be that certain people will find the shifts for some of the roles (Managers and Consultant Social Workers) harder, due to working three long days i.e. carers, those readying for retirement etc. however this pattern does mean four days off in any one week, and initial indications are that this is seen as attractive. Employment is also <u>based on fitness and capability</u>, and not age. Please see Action Plan, Step 4 for further info.</p> <p><u>Service Users</u> As the new service will be phone based only, this may be more accessible to older people who may not have access to the internet/a PC/device or whose technical skills may not be as developed (however there are a wide range of IT skills across all age groups). The service will operate with non-discriminatory practices.</p> <p>Accessing the service by phone will also be beneficial as it will enable real-time discussions and decisions, and if the aims in Section 1 are met, an improved service and outcomes will be achieved.</p>

Disability:	Positive Impact
Does this affect a specific disability group?	<p><u>Employees</u> 2.99% of our workforce have declared themselves disabled, though the number may be higher due to no answer provided/prefer not to say. Please see Action Plan, Step 4 for further information.</p>

	<p><u>Service Users</u> 8.4% of residents have stated that their day to day activities are limited a lot, which may convert to having a disability.</p>
Please provide details:	<p><u>Employees</u> The new service presents new employment opportunities for all employees across the service, and the selection process will be as outlined in the Action Plan in Step 4. We will work with disabled employees to support employment in these new roles. It is recognised that the longer working days may potentially affect those with certain disabilities, and where this is the case, medical advice will be sought, and reasonable adjustments will be considered.</p> <p><u>Service Users</u> The new service (being accessible by phone only rather than needing to do so by email/online form) may be more beneficial for those with sight impairments. For those with hearing impairments, we have technology to assist with this, as laid out in the Action Plan, Step 4.</p> <p>Accessing the service by phone will also be beneficial as it will enable real-time discussions and decisions, and if the aims in Section 1 are met, an improved service and outcomes will be achieved.</p>

Gender Reassignment & Gender Identity:	Unclear Impact
Please provide details:	Dorset Council does not currently collect data on employees for this category and neither is there census data available in relation to this category. Please see Action Plan for further info.

Pregnancy and maternity:	Positive Impact
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Please provide details:	<p><u>Employees</u> This new service presents new opportunities for all employees, including women who are pregnant or on Maternity Leave. The three long working days for the Manager and Consultant Social Worker role could be more challenging for some individuals, including those returning to work after Maternity Leave, and in those cases reasonable adjustments/adjustments will be considered. However, the four days off could help with childcare arrangements (reducing the cost).</p> <p>For pregnant women appointed to any post (or who later become pregnant) medical advice will be taken and reasonable adjustments put in place if the longer working days prove problematic during pregnancy.</p> <p>Please see Action Plan, Step 4 for further info.</p> <p><u>Service Users</u> No census information is available on the number of pregnancies/maternity leave in Dorset. As the service is phone-based only (rather than via online e-form or email) this makes it more accessible to service users who may not be in work, and/or may not have access to a PC/the internet, so this could have a positive impact.</p> <p>If the aims in Section 1 are met, an improved service and outcomes will be achieved. Please see Action Plan, Step 4 for further details.</p>
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Race and Ethnicity:	Positive Impact
Please provide details:	<p><u>Employees</u> Approximately 75% of employees in Children's Services are White British, with a large proportion (c. 19% preferring not to declare race/ethnicity). An approximate total of 8% have declared themselves as Black, Minority or Other. This new service presents new opportunities for <u>all</u> employees.</p> <p><u>Service Users</u> 95.6% of residents reports themselves as White British, with small proportions of minority groups. The service will operate with non-discriminatory practices (dissolving barriers for people from black and minority groups, including via communication and by being aware of cultural norms). Accessing the service by phone will also be beneficial as it will enable real-time discussions and decisions, and if the aims in Section 1 are met, an improved service and outcomes will be achieved.</p> <p>Please see Action Plan, Step 4 for further info.</p>

Religion or belief:	Positive Impact
Please provide details:	<p><u>Employees</u> Approximately 65% of employees report being Christian, with another 25% reporting as having no religion. This new service presents new opportunities for <u>all</u> employees. It is recognised that some employees may find working longer days (three long days for</p>

	<p>Consultant Social Workers and Manager posts) more difficult due to religious and/or cultural beliefs, and where this is identified, time off or changes to working patterns or adjustments will be considered. Please see Action Plan for info.</p> <p><u>Service Users</u> The service will operate with non-discriminatory practices (dissolving barriers for people with specific religion or beliefs, including via communication and by being aware of cultural norms). Accessing the service by phone will also be beneficial as it will enable real-time discussions and decisions, and if the aims in Section 1 are met, an improved service and outcomes will be achieved.</p>
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Sexual orientation:	Positive Impact
Please provide details:	<p><u>Employees</u> Just under half of employees have declared themselves heterosexual, with half again not declared. A very small proportion have stated they are either lesbian, bisexual, gay or other. This new service presents new opportunities for <u>all</u> employees. Please see Action Plan for info.</p> <p><u>Service Users</u> 0.63% of residents report as living as part of a Same Sex Couple or in a Civil Partnership which is Same Sex. The service will operate with non-discriminatory practices. Accessing the service by phone will also be beneficial as it will enable real-time discussions and decisions, and if the aims in Section 1 are met, an improved service and outcomes will be achieved.</p>

Sex:	Positive Impact
Please provide details:	<p><u>Employees</u> Children's Services are largely made up of female employees (just over 81%) with just under 18% male employees. This is primarily due to the nature of the roles within the service and this demographic can be seen in other Local Authorities and nationally (particularly for Social Workers and Family Workers). This new service presents new opportunities for <u>all</u> employees, so will have a positive impact. Please see Action Plan for info.</p> <p><u>Service Users</u> The composition of the Dorset population is more evenly balanced at approximately 49% Male and 51% Female. The service will operate with non-discriminatory practices (care will be taken to ensure that Fathers will be treated in the same way as Mothers i.e. information sharing, support offered etc). Accessing the service by phone will also be beneficial as it will enable real-time discussions and decisions, and if the aims in Section 1 are met, an improved service and outcomes will be achieved.</p>

Marriage or civil partnership:	Positive Impact
Please provide details:	<p><u>Employees</u> We do not have this data for employees, however the new service presents new employment opportunities for all employees,</p>

	<p>regardless of marital or civil partnership status. Therefore, the impact should be positive. Please see Action Plan, Step 4.</p> <p><u>Service Users</u> Approximately 54% of residents are married, 0.2% in a Civil Partnership (Same Sex) with the rest being unmarried or single. The service will operate with non-discriminatory practices. Accessing the service by phone will also be beneficial as it will enable real-time discussions and decisions, and if the aims in Section 1 are met, an improved service and outcomes will be achieved.</p>
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Carers:	Positive Impact
Please provide details:	<p><u>Employees</u> We do not have this data for employees, however the new service presents new employment opportunities for all employees so the impact should be positive. We recognise that for some individuals with caring responsibilities, the three longer working days may present a challenge, and in these cases consideration of flexibility to working patterns will be made. However, the four days off pattern may also prove beneficial for carers as they can fulfil their caring responsibilities more easily than an employee with two days off, as is the norm.</p> <p>Please see Action Plan, Step 4 for further info about consideration of working hours etc.</p> <p><u>Service Users</u> 11.9% of residents are Carers. The service will operate with non-discriminatory practices, and the lines will be open from 8.00 a.m. – 10.00 p.m. Monday to Friday, and weekends, which should help people with caring commitments as it is more accessible. Accessing the service by phone will also be beneficial as it will enable real-time discussions and decisions, and if the aims in Section 1 are met, an improved service and outcomes will be achieved.</p>

Rural isolation:	Positive Impact
Please provide details:	<p><u>Employees</u> We do not have this data for employees, however the new service presents new employment opportunities for all employees, irrespective of where they live. The service also enables some home-working for the Manager and Consultant Social Worker roles. Therefore, the impact should be positive. Please see Action Plan, Step 4.</p> <p><u>Service Users</u> 4.6% of households within top 20% of most deprived areas have no access to their own transport, and 23.9% of households within top 20% of most deprived areas have access to 1 vehicle or less. As the service is now only phone based, this should not have an impact on this group's ability to access the service (other than if they have no mobile phone, or landline, which would represent a very small proportion of the population). If they have neither of these, they will likely not have internet access and therefore will receive a</p>

	comparable level of service as supplied by the previous service. If necessary, a Consultant Social Worker could travel to a service users house for a face to face meeting. Accessing the service by phone will also be beneficial as it will enable real-time discussions and decisions, and if the aims in Section 1 are met, an improved service and outcomes will be achieved.
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Single parent families:	Positive Impact
Please provide details:	<p><u>Employees</u> We do not have this data for employees, however the new service presents new employment opportunities for <u>all</u> employees. Therefore, the impact should be positive. We recognise that for some single parents, the three longer working days (for some roles) may be more challenging and therefore flexibility of working pattern will be considered. However, the four days off pattern may also prove beneficial for single parents as they can fulfil their parental responsibilities more easily than an employee with two days off, as is the norm. Please see Action Plan, Step 4 for further info about consideration of working hours.</p> <p><u>Service Users</u> 8% of residents are lone parents. The service will operate with non-discriminatory practices, and the lines will be open from 8.00 a.m. – 10.00 p.m. Monday to Friday, and on weekends, which should help people who are lone parents who may find it difficult to juggle parenting commitments with work, study etc and calling into the service. Accessing the service by phone will also be beneficial as it will enable real-time discussions and decisions, and if the aims in Section 1 are met, an improved service and outcomes will be achieved.</p>

Poverty (social & economic deprivation):	Positive Impacts
Please provide details:	<p><u>Employees</u> We do not have this data for employees, however the new service presents new employment opportunities for <u>all</u> employees. Furthermore, some of the roles will present promotional opportunities for employees, with corresponding pay rises (or the ability to progress through the grade). The location in Wareham may also mean reduced fuel costs for some employees. Therefore, the impact should be positive. Please see Action Plan, Step 4.</p> <p><u>Service Users</u> 45.2% of households in Dorset are not deprived in any dimension. 34.4% of households are deprived in 1 dimension, with a total of c. 20% deprived in either 2,3 or 4 dimensions. As the service is now only phone based, this should not have an impact on this group's ability to access the service (other than if they have no mobile phone, or landline, which would represent a very small proportion of the population). If necessary, a Service User could be called back (so Dorset Council bears the cost) or a Consultant Social Worker</p>

	could travel to a service users house for a face to face meeting where justified. Accessing the service by phone will also be beneficial as it will enable real-time discussions and decisions, and if the aims in Section 1 are met, an improved service and outcomes will be achieved.
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Military families/veterans:	Positive Impact
Please provide details:	<p><u>Employees</u> We do not have this data for employees, however the new service presents new employment opportunities for <u>all</u> employees, so this should be positive. Please see Action Plan, Step 4.</p> <p><u>Service Users</u> There are 4,491 households where a Household Representative Person is a member of Armed Forces reported. However, Dorset Council estimates that there are approximately 80,000 -100,000 people living in Dorset who have served in the military, this includes approximately 58,000 veterans who are drawing a military pension. As an employer, Dorset Council is signed up to the Armed Forces Covenant, which sets out the relationship between the nation, the Government and the Armed Forces. It recognises that the whole nation has a moral obligation to members of the Armed Forces and their families, and it establishes how they should expect to be treated. This will be taken into consideration in our recruitment and retention strategies.</p> <p>Accessing the service by phone will also be beneficial as it will enable real-time discussions and decisions, and if the aims in Section 1 are met, an improved service and outcomes will be achieved.</p>

Step 4: Action Plan

Provide actions for **positive**, **negative** and **unclear** impacts.

If you have identified any **negative** or **unclear** impacts, describe what adjustments will be made to remove or reduce the impacts, or if this is not possible provide justification for continuing with the proposal.

Issue	Action	Person(s) responsible	Deadline	How will it be monitored?
<p>Gender Reassignment & Gender Identity</p>	<p><u>Employees</u> There is no data available for this category, so the impact is unclear.</p> <p>The recruitment and selection for this service will be undertaken in a fair and non-discriminatory way. Equal opportunities will be given to all employees within Children’s Services to apply for the roles. A shortlist will be drawn up based only on relevance of the candidate’s ‘Expression of Interest’ letter/statement for the role. Candidates will attend interview with a fair and impartial appointment panel (drawn from the service and Human Resources) who will base decision-making on suitability for the role with evidence given against Job Description, Person Specification, Context Statement, together with references.</p> <p><u>Service Users</u> There is no data available for this category, so the impact is unclear.</p> <p>However, the front door service will operate on the basis of non-discriminatory practice, and therefore equality of opportunity will be available for all, with any adjustments considered as</p>	<p>Maggie Aldwell (Service Manager) together with Selection Panel (Mary Taylor, Acting Corporate Director – Care & Protection; Jonathan Pearce – Service Manager; Veronique Moorcroft – HR Business Partner for Children’s)</p> <p>Maggie Aldwell, Service Manager</p>	<p>By end of Recruitment Process</p> <p>To be reviewed at 6 months after set-up of service and annually thereafter</p>	<p>Ensure outcomes of appointment process are fair and based only on suitability for the role (and that this group are not unfairly disadvantaged)</p> <p>Equal opportunities stats, for data which service users are willing to disclose, will be monitored and analysed to understand how the service is being offered, whether it is doing so on a</p>

	<p>appropriate. The service will seek to collect equal opportunities data of service users in order to understand and audit their offer in respect of equal opportunities.</p> <p>The justification for continuing with the proposal despite the impact being unclear, is due to the significant benefits laid out in earlier sections i.e. reduced referrals, more direct work with children and families, real-time decision-making etc.</p>			<p>non-discriminatory basis, and any learnings and/or appropriate changes to working or recording practices will be made to improve the offer.</p>
<p>For the following categories where impacts are positive:</p> <ul style="list-style-type: none"> • Age • Disability • Pregnancy & Maternity • Race & Ethnicity • Religion or Belief • Sexual Orientation • Sex • Marriage/Civil Partnership • Cares • Rural Isolation • Single Parents • Poverty • Military/Veteran 	<p><u>Employees</u> The recruitment and selection for this service will be undertaken in a fair and non-discriminatory way. Equal opportunities will be given to all employees within Children’s Services to apply for the roles. A shortlist will be drawn up based only on relevance of the candidate’s ‘Expression of Interest’ letter/statement for the role. Candidates will attend interview with a fair and impartial appointment panel (drawn from the service and Human Resources) who will base decision-making on suitability for the role with evidence given against Job Description, Person Specification, Context Statement, together with references. Selection decisions will be made by the panel based <u>only</u> on experience, skills, capability and behaviours (see below for references specifically to other categories).</p> <p><u>Service Users</u> The service will operate with non-discriminatory practices, and data will be gathered where appropriate and with people’s consent.</p>	<p>Maggie Aldwell (Service Manager) together with Selection Panel (Mary Taylor, Acting Corporate Director – Care & Protection; Jonathan Pearce – Service Manager; Veronique Moorcroft – HR Business Partner for Children’s)</p> <p>Maggie Aldwell, Service Manager</p>	<p>By end of Recruitment Process</p> <p>To be reviewed at 6 months after set-up of service and</p>	<p>Ensure outcomes of appointment process are fair and based only on suitability for the role (and that anyone in any of these groups are not unfairly disadvantaged)</p> <p>Equal opportunities stats, for data which service users are willing to disclose, will be monitored</p>

			annually thereafter	and analysed to understand how the service is being offered, whether it is doing so on a non-discriminatory basis, and any learnings and/or appropriate changes to working or recording practices will be made to improve the offer.
Disability	<p><u>Employees</u> Consideration of reasonable adjustments both at application/interview stage and for any offers of employment. The accommodation is planned to be Ground Floor with easy accessibility. Equipment can be purchased if appropriate (depending on cost and how this will minimise the impact of the disability). Advice from HR (and Occupational Health) will be taken on this.</p> <p><u>Service Users</u> Use of technology and other reasonable adjustments to support accessibility to service for those people with disabilities.</p> <p>We provide a text relay service for people who are D/deaf, hearing impaired or have a speech impediment. Our offices have audio induction loops, and British Sign Language (BSL) interpreters can be arranged in certain circumstances, for instance where a face to face discussion needs to be arranged to further discuss concerns or undertake direct work with residents/children/families. Other reasonable</p>	<p>Maggie Aldwell, Service Manager (with selection panel)</p> <p>Maggie Aldwell, Service Manager</p>	<p>During and at end of selection process, and once in post</p> <p>During set-up and provision of service</p>	<p>Ensure outcomes of appointment process are fair and based only on suitability for the role (and that this group are not unfairly disadvantaged). Ensure those with a disability (or who later become disabled) are supported during employment.</p> <p>Equal opportunities stats, for data which service users are willing to disclose, will be monitored and analysed to understand how the service is being offered, whether it is doing so on a non-discriminatory basis, and any learnings and/or appropriate changes to working or recording practices will be made to</p>

	adjustments can be made by the service, in discussion with the Dorset residents or professionals accessing the service. The service will operate with non-discriminatory practices, and disability data will be gathered where possible and with people's consent.			improve the offer to those with disabilities.
Pregnancy & Maternity Leave	<p>Employees on Maternity Leave currently (27) will be contacted about the new roles.</p> <p>Part-time or flexible working will be considered, subject to operational needs, with regards to the three long working days (for certain roles).</p> <p>Reasonable adjustments will be considered where there is medical advice that a pregnant employee is not fit to work the long(er) days.</p> <p>HR Advice will be taken where appropriate.</p>	Maggie Aldwell, Service Manager	During and at end of selection process, and as people become pregnant once in post	Ensure outcomes of appointment process are fair and based only on suitability for the role, and that part-time/flexible working has been considered where requested (and supported where possible). Consider changes to people's working arrangements if they fall pregnant once in role
Carers & Lone Parents	<p><u>Employees</u> Part-time or flexible working will be considered, subject to operational needs, where the three long working days present a challenge for certain individuals.</p> <p><u>Service Users</u> The service will operate with non-discriminatory practices, and the lines will be open from 8.00 a.m. – 10.00 p.m. and weekends, which should</p>	<p>Maggie Aldwell, Service Manager</p> <p>Maggie Aldwell, Service Manager</p>	<p>During and at end of selection process, and during employment where people acquire caring responsibilities or become lone parents</p> <p>To be reviewed at 6 months after</p>	<p>Ensure outcomes of appointment process are fair and based only on suitability for the role, and that part-time/flexible working has been considered where requested (and supported where possible).</p> <p>Consider data which service users are willing to disclose, will be monitored and analysed to understand how the</p>

	have people with caring commitments / who are lone parents and struggle for time.		set-up of service and annually thereafter	service is being offered, whether it is doing so on a non-discriminatory basis, and any learnings and/or appropriate changes to working or recording practices will be made to improve the offer to those who are carers.
Religion or Belief	Time off or flexibility of working pattern will be considered if the working pattern/longer working days present a challenge for an issue due to an employee's religion or belief i.e. due to a religious holiday	Maggie Aldwell, Service Manager	During and at end of selection process, and during employment where people indicate religion or belief presents an issue	Ensure outcomes of appointment process are fair and based only on suitability for the role, and that any religion or belief which may affect work pattern has been considered where indicated (and supported where possible) and is considered in the future where indicated

Step 5: EqIA Sign Off

Officer completing this EqIA:	Veronique Moorcroft	Date:	12 November 2019
Equality Lead:	Susan Ward-Rice	Date:	26 November 2019
Directorate Board Chair:	Rick Perry	Date:	13 November 2019