



North

Yorkshire County Council

# Equality Impact Assessment (EIA): evidencing paying due regard to protected characteristics

## INTEGRATED FAMILY SUPPORT January 2016

If you would like this information in another language or format such as Braille, large print or audio, please contact the Communications Unit on 01609 53 2013 or email [communications@northyorks.gov.uk](mailto:communications@northyorks.gov.uk).

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 People's Service - NYCC
Lead Officer and contact details	Judith Hay, Assistant Director: Children and Families Service
Names and roles of other people involved in carrying out the EIA	Julie Firth, Head of Prevention Vicky Metheringham, Head of Safeguarding and LAC Naomi Smith, 2020 Project Manager Margaret Fenwick, Senior HR Advisor David Walker, Head of Social Inclusion and CYPS Lead for Equality and Diversity
How will you pay due regard? e.g. working group, individual officer	Via the Children and Families 2020 Programme Board and through staff consultation
When did the due regard process start?	From project start-up
Sign off by Assistant Director (or equivalent) and date	Judith Hay 19.1.16

**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?)

This EIA supports the Integrated Family Support Project, which aims to build on the successful outcomes of the Prevention project by scaling up this model in other service areas. With the establishment of the new Prevention Service under this programme, the Council has created a new multi-skilled workforce, bringing greater flexibility to the delivery of early help and preventative services, and enabling NYCC to better target resources to changing areas of need. This has reduced the number of hand-offs between teams experienced by children and families, creating continuity of support, allowing relationships to be built and improving the customer experience for our service users. This approach has also released financial savings to contribute to the Directorate's target of £14.9m through the 2020 Programme.

Service Managers have identified an opportunity to create an Integrated Family Support Service for a range of activities which support the delivery of statutory services for children and families in North Yorkshire. The new integrated service will be based on similar overarching design principles to those which guided the development of the Prevention Service and are consistent with the principles from the 2012 Social Care Restructure, namely:

- A responsive service which can deliver our priorities (preventing children

entering care wherever possible )

- Improve consistency of intervention for families
- Enable families to change by establishing relationships with them via increasing direct contact with families (including early mornings, evenings and weekends)
- Deliver interventions where and when families need them
- Establish an outcomes framework
- Embed new ways of working
- Develop a flexible service which ensures capacity to manage future demand and provides new career development opportunities for staff
- Embed dedicated case supervision across the service
- Deliver value for money

This assessment of Equality Impact has been made from an early stage in the development of the project. It should therefore be noted that this is a dynamic assessment which is being refined as further work is undertaken to develop detailed proposals for the new integrated service. Impact on equality is being considered throughout the project, and mitigating actions are being developed where appropriate. Consultations, as appropriate, will take place following the decision upon the detailed proposals.

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

The establishment of an Integrated Family Support Service is being proposed in order to re-configure delivery to meet the design principles outlined in section 1, and in doing so, to meet the following objectives:

- To transform organisational structures and working practices by bringing together staff into multi-skilled area teams which are more flexible to deliver from a suite of interventions the support which is most appropriate to the individual, underpinned by a robust outcomes framework which identifies the desired impact of support on children, young people and families
- To improve resilience, resource management, knowledge transfer and career development opportunities through an integrated structure underpinned by a workforce development strategy
- To deliver recurring cashable savings to contribute towards savings for the 2020 programme
- To contribute to the Directorate's strategy of Reducing Looked After Children (LAC)

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

At this early stage in the project, it is not possible to identify specific changes which

will be experienced by staff and individuals as a result of the proposals identified during the review and options appraisal process. There is potential for an impact in the areas below, however the potential impact will not be known until a decision is made upon the preferred option. Staff consultation will further inform our thinking and help to identify the changes and likely impacts of the proposed changes. Initial staff engagement has already taken place through an engagement survey (which received a 60% response rate) and programme of frontline shadowing, which have informed this EIA. We do not know the breakdown of survey responses by protected characteristics, and therefore it is not possible to determine impacts or changes to this level of detail, however as proposals are further developed and staff are further engaged and consulted, we will ensure that comment is invited specifically in respect of the impact on those with protected characteristics. In addition, more detailed information which can be provided at this stage in relation to specific protected characteristics can be found in section 5.

#### **Anticipated overarching changes for customers:**

- **Improve consistency of intervention for families:** it is anticipated that the project will reduce hand-offs for families, by making changes to structures, job descriptions and staff skilling which enable one worker to fulfil multiple functions. This is anticipated to benefit families, who will have a dedicated worker with whom they can build a trusting relationship.
- **Increase direct contact with families:** by embedding new ways of working through the 2020 Modern Council programme, the project will aim to increase the proportion of frontline worker time spent delivering interventions which make a difference to children, young people and families. In the staff engagement survey recently undertaken for the project, responses indicate that currently only approximately 33% of workers spend more than half their working week in direct contact with families, and a number of staff responses indicated that increased time spent working directly with families would improve the service for both customers and staff. It is therefore anticipated that an increase in direct contact with families will be of benefit to the customer.
- **Deliver interventions where and when families need them:** sometimes families most need our support outside of standard office hours. The project will aim to ensure staff roles are fit for purpose by enabling flexible service provision outside of standard office hours, to support families at times of greatest need for them. It is anticipated that this will be a positive change for families, however this proposal will have an impact on the workforce, therefore as part of consultation we will seek views from staff about the potential changes and impacts of proposed working outside of standard office hours.

#### **Anticipated overarching changes for staff**

- **Establish an outcomes framework:** the new service will be underpinned by an outcomes framework with a menu of evidence-based interventions, which will improve our ability to demonstrate impact and monitor performance of our

services. For some staff this may mean a need is identified for additional training and support in order to equip staff to deliver / apply evidence-based programmes and practice in their work. In this respect, this is anticipated to be a positive change, as of the 79 staff who recently completed the project engagement survey, 68 (86%) agreed that they would welcome the opportunity to learn new skills from the project and 75% agreed that they would like more opportunities to develop their career. The survey had a 60% response rate.

- Embed new ways of working: in line with the overarching 2020 programme, new ways of working will be considered as part of the Integrated Family Support project. It is anticipated that consideration of mobile and remote working and provision of new devices will lead to reduced travel time/costs for workers, improved live recording of information and increased time available for direct contact with families. Any identified training needs in relation to new ways of working will be addressed as part of the project. This is anticipated to be of benefit to both staff and frontline workers. Of the 79 staff who recently completed the project engagement survey, 55 (70%) agreed that they could work more efficiently or effectively if they had access to new technology. 60 out of 79 staff (76%) reported that they currently visit an office base at least once a day.
- Develop a flexible service which provides new career development opportunities for staff: this design principle means a move to a more integrated service, underpinned by an integrated workforce development approach in order to equip staff to deliver / apply evidence-based programmes and practice in their work. This is anticipated to be a positive change for staff, as of the 79 staff who recently completed the project engagement survey, 68 (86%) agreed that they would welcome the opportunity to learn new skills from the project and 75% agreed that they would like more opportunities to develop their career. This will also bring anticipated benefit to families by ensuring staff are trained to deliver evidence-based interventions.
- Deliver value for money / generate savings: 2020 savings for this project will be delivered through service design which is consistent with CYPS Strategy and 2020 principles, as well as NYCC policies. At this stage the impact on staffing is still being mapped and will be shared as part of formal consultation. It is possible that there may be redundancies. In terms of any redundancy scenario which may arise through this project, we will be mindful of our equality duties as an employer and will be following our procedures to ensure that we comply with these.

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

**Cost neutral?** N

**Increased cost?** N

**Reduced cost? Y**

It is proposed that the new Integrated Family Support service will go live on 1<sup>st</sup> October 2016. Part-year savings will be made from this date (subject to consultation outcomes) and full-year savings from 2017-18. Reserve funding is being drawn from Developing Stronger Families Reserves in order to underpin delivery during the design of the new service.

Section 5. Will this proposal affect people with protected characteristics?	No impact	Make things better	Make things worse	Why will it have this effect? Give any evidence you have.
Age		X		<u>Impact on Customers</u> Many of the services in scope for the Integrated Family Support project work holistically with all members of the family, but specifically in the interests of promoting the welfare of children. Although no specific proposals for the design of the new service can be shared at this stage, a key objective of the project is to improve outcomes for children and families, and therefore any changes proposed are likely to benefit customers of all ages who are referred to the service. Further work to identify specific impacts and changes is being undertaken as the project progresses.
	X			<u>Impact on Staff</u> Specific impacts for staff are still being mapped as part of detailed design work as proposals are formulated. However, we will be compliant with the legislation to ensure that staff are not disadvantaged because of their age.
Disability	X			<u>Impact on Customers</u> In recognition of the specialist nature of Family Support Work within the Disabled Children's Service, these workers were ruled out of scope during the development of proposals as retaining capacity within this specialist service was felt to be the best option. However, the proposed integrated service will continue to work with customers with disabilities to provide effective support to children with disabilities and their families, taking account of their specific needs and circumstances. The design principles of 'enabling families to change' and 'delivering interventions when families need them' are likely to benefit customers who receive to the service, including those with disabilities.
	X			<u>Impact on Staff</u> Specific impacts for staff are still being mapped as part of detailed design work as proposals are formulated. . . Therefore it is not yet known if the changes will introduce any change in terms of the current disability profile.

			However, 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.															
Sex (Gender)	X		<p><u>Impact on Customers</u> Current provision of service is based on referrals, and not targeted at / restricted to those of specific genders. This is likely to remain the case for the new integrated service created through this project. As the nature of family support and intervention services is dependent on and responsive to individual assessed need through Social Work teams, it is anticipated that there would be no identifiable or planned impact on specific gender groups as a result of emerging proposals. Although no specific proposals for the design of the new service can be shared at this stage, a key objective of the project is to improve outcomes for children and families, and therefore any changes proposed are likely to benefit customers of all genders. Further work to identify specific impacts and changes will be undertaken as the project progresses. The gender breakdown of customers recorded on the LCS Case Management System as having allocated support at a snapshot in time from roles within the project is as follows:</p> <table border="1"> <thead> <tr> <th>Gender</th> <th>Count of Case Number</th> <th>% cases</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>408</td> <td>45%</td> </tr> <tr> <td>Male</td> <td>489</td> <td>54%</td> </tr> <tr> <td>Unborn/not recorded</td> <td>4</td> <td>&lt;1%</td> </tr> <tr> <td><b>Grand Total</b></td> <td><b>901</b></td> <td></td> </tr> </tbody> </table> <p>This breakdown is compared to a male / female split of 49.2% / 50.8% across the total population of North Yorkshire.</p>	Gender	Count of Case Number	% cases	Female	408	45%	Male	489	54%	Unborn/not recorded	4	<1%	<b>Grand Total</b>	<b>901</b>	
Gender	Count of Case Number	% cases																
Female	408	45%																
Male	489	54%																
Unborn/not recorded	4	<1%																
<b>Grand Total</b>	<b>901</b>																	
	X		<p><u>Impact on Staff</u> Specific impacts for staff are still being mapped as part of detailed design work as proposals are formulated. Appointments to the structure will follow NYCC policies and procedures and will be made on merit. The resulting profile will be reviewed as part of the post implementation review.</p>															
Race	X		<p><u>Impact on Customers</u> Current provision of service is based on referrals, and not targeted at / restricted to those of specific genders. This is likely to remain the case for the new integrated service created through this project. As the nature of family support and intervention services is dependent on and responsive to individual assessed need through Social Work teams, it is anticipated that there would be</p>															

			<p>no identifiable or planned impact on specific racial groups as a result of emerging proposals. Although no specific proposals for the design of the new service can be shared at this stage, a key objective of the project is to improve outcomes for children and families, and therefore any changes proposed are likely to benefit customers of all racial groups. Further work to identify specific impacts and changes will be undertaken as the project progresses. The ethnicity group breakdown of customers recorded on the LCS Case Management System as having allocated support at a snapshot in time from roles within the project is as follows:</p> <table border="1"> <thead> <tr> <th>Ethnicity</th> <th>Count of Case Number</th> </tr> </thead> <tbody> <tr> <td>A1 - White - British</td> <td>841</td> </tr> <tr> <td>A2 - White - Irish</td> <td>4</td> </tr> <tr> <td>A3 - Any other White Background</td> <td>19</td> </tr> <tr> <td>A5 - Gypsy/Roma - CSC</td> <td>4</td> </tr> <tr> <td>B2 - Mixed - White and Black African</td> <td>2</td> </tr> <tr> <td>B3 - Mixed - White and Asian</td> <td>17</td> </tr> <tr> <td>B4 - Mixed - Any Other Mixed Background</td> <td>8</td> </tr> <tr> <td>C2 - Asian/Asian British - Pakistani</td> <td>2</td> </tr> <tr> <td>D2 - Black/Black British - African</td> <td>1</td> </tr> <tr> <td>D2 - Black/Black British - African</td> <td>3</td> </tr> <tr> <td><b>Grand Total</b></td> <td><b>901</b></td> </tr> </tbody> </table> <p>97.3% of North Yorkshire residents are White (based on 2011 census data), which is broadly consistent with the ethnic breakdown of the customer cohort, of whom 96.3% are White.</p>	Ethnicity	Count of Case Number	A1 - White - British	841	A2 - White - Irish	4	A3 - Any other White Background	19	A5 - Gypsy/Roma - CSC	4	B2 - Mixed - White and Black African	2	B3 - Mixed - White and Asian	17	B4 - Mixed - Any Other Mixed Background	8	C2 - Asian/Asian British - Pakistani	2	D2 - Black/Black British - African	1	D2 - Black/Black British - African	3	<b>Grand Total</b>	<b>901</b>
Ethnicity	Count of Case Number																										
A1 - White - British	841																										
A2 - White - Irish	4																										
A3 - Any other White Background	19																										
A5 - Gypsy/Roma - CSC	4																										
B2 - Mixed - White and Black African	2																										
B3 - Mixed - White and Asian	17																										
B4 - Mixed - Any Other Mixed Background	8																										
C2 - Asian/Asian British - Pakistani	2																										
D2 - Black/Black British - African	1																										
D2 - Black/Black British - African	3																										
<b>Grand Total</b>	<b>901</b>																										
	X		<p><u>Impact on Staff</u></p> <p>Specific impacts for staff are still being mapped as part of detailed design work as proposals are formulated. 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 evidence of racist attitudes, bullying or discrimination amongst colleagues and service users.</p> <p>When we have determined our proposed service model, we will consider the ethnic profile of the workforce and consider what impact the proposals may have, as part of staff consultation.</p>																								
Gender reassignment	X		<p><u>Impact on Customers</u></p> <p>Current provision of service is based on referrals, and not targeted at / restricted to those who have (not)</p>																								

			<p>undergone gender reassignment. This is likely to remain the case for the new integrated service created through this project. As the nature of family support and intervention services is dependent on and responsive to individual assessed need through Social Work teams, it is anticipated that there would be no identifiable or planned impact on specific groups in relation to gender reassignment as a result of emerging proposals. Although no specific proposals for the design of the new service can be shared at this stage, a key objective of the project is to improve outcomes for children and families, and therefore any changes proposed are likely to benefit customers, whether or not they have undergone gender reassignment. Further work to identify specific impacts and changes will be undertaken as the project progresses.</p>
	X		<p><u>Impact on Staff</u> Specific impacts for staff are still being mapped as part of detailed design work as proposals are formulated. 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	X		<p><u>Impact on Customers</u> Current provision of service is based on referrals, and not targeted at / restricted to those of specific sexual orientation. This is likely to remain the case for the new integrated service created through this project. As the nature of family support and intervention services is dependent on and responsive to individual assessed need through Social Work teams, it is anticipated that there would be no identifiable or planned impact on people of specific sexual orientation as a result of emerging proposals. Although no specific proposals for the design of the new service can be shared at this stage, a key objective of the project is to improve outcomes for children and families, and therefore any changes proposed are likely to benefit customers of all sexual orientations. Further work to identify specific impacts and changes will be undertaken as the project progresses, however it should be noted that we do not hold data on the proportions of customers who have different sexual orientations. We will continue promote an understanding of diversity and respect for others and will work sensitively around any issues of sexuality and identity</p>
	X		<p><u>Impact on Staff</u> Specific impacts for staff are still being mapped as part of detailed design work as proposals are formulated. For information, this data is not recorded within the corporate HR system. The Government estimates that 5-7% (one</p>

				in 15) of the population is lesbian, gay or bisexual. As an organisation, NYCC promotes an understanding of diversity and respect for others and work sensitively around issues of sexuality and identity.
Religion or belief	X			<u>Impact on Customers</u> Current provision of service is based on referrals, and not targeted at / restricted to those of specific religions or beliefs. This is likely to remain the case for the new integrated service created through this project. As the nature of family support and intervention services is dependent on and responsive to individual assessed need through Social Work teams, it is anticipated that there would be no identifiable or planned impact on specific religious groups as a result of emerging proposals. Although no specific proposals for the design of the new service can be shared at this stage, a key objective of the project is to improve outcomes for children and families, and therefore any changes proposed are likely to benefit customers of all religious groups. Further work to identify specific impacts and changes will be undertaken as the project progresses.
	X			<u>Impact on Staff</u> Specific impacts for staff are still being mapped as part of detailed design work as proposals are formulated. For information – this data is not recorded within the corporate HR system. As an organisation, NYCC should continue to make efforts to accommodate the needs of individuals in terms of religion or belief.
Pregnancy or maternity	X			<u>Impact on Customers</u> Current provision of service is based on referrals, and not targeted at / restricted to those who are pregnant or have recently had a baby, although provision is responsive to this circumstance where appropriate. This is likely to remain the case for the new integrated service created through this project. As the nature of family support and intervention services is dependent on and responsive to individual assessed need through Social Work teams, it is anticipated that there would be no identifiable or planned impact on those who are pregnant or have recently had a baby as a result of emerging proposals. Although no specific proposals for the design of the new service can be shared at this stage, a key objective of the project is to improve outcomes for children and families, and therefore any changes proposed are likely to benefit customers. Further work to identify specific impacts and changes will be undertaken as the project progresses.
	X			<u>Impact on Staff</u> Specific impacts for staff are still being mapped as part of detailed design work as proposals are formulated. As an organisation, NYCC is compliant 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	X			<u>Impact on Customers</u> Current provision of service is based on referrals, and not targeted at / restricted to those of specific marital status. This is likely to remain the case for the new integrated service created through this project. As the nature of family support and intervention services is dependent on and responsive to individual assessed need through Social Work teams, it is anticipated that there would be no identifiable or planned impact on those with a specific marital status as a result of emerging proposals. Although no specific proposals for the design of the new service at this stage, a key objective of the project is to improve outcomes for children and families, and therefore any changes proposed are likely to benefit customers, regardless of marital status. Further work to identify specific impacts and changes will be undertaken as the project progresses.
	X			<u>Impact on Staff</u> Specific impacts for staff are still being mapped as part of detailed design work as proposals are formulated. 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.
<b>Section 6. Would this proposal affect people for the following reasons?</b>	<b>No impact</b>	<b>Make things better</b>	<b>Make things worse</b>	<b>Why will it have this effect? Give any evidence you have.</b>
Live in a rural area	X			<u>Impact on Customers</u> Current provision of service is based on referrals, and not targeted at / restricted to those living in specific geographical areas (although in most cases teams work in specific locations within the County). This is likely to remain the case for the new integrated service created through this project. As the nature of family support and intervention services is dependent on and responsive to individual assessed need through Social Work teams, it is anticipated that there would be no identifiable or planned impact on those living in rural areas as a result of emerging proposals. Although no specific proposals for the design of the new service can be shared at this stage, a key objective of the project is to improve outcomes for children and families, and therefore any

			changes proposed are likely to benefit customers across the County. Further work to identify specific impacts and changes is being undertaken as the project progresses. Issues specifically affecting residents in rural areas will be taken into account as options are appraised, particularly in relation to locality patches, office bases and new ways of working for the new service.
	X		<u>Impact on Staff</u> Specific impacts for staff are still being mapped as part of detailed design work as proposals are formulated. If changes to working locations are envisaged as part of the more detailed work on project proposals, this may have a positive or negative impact on staff who live in a rural area through a change (either decrease or increase) in travel to work time, which might impact particularly on those living in rural areas due to greater likelihood of poor connectivity. The impact of this will be monitored throughout the course of the project. In the event of proposed changes to location, due consideration will be given to the degree of disruption likely to be caused by a proposed change in location and additional expense and travelling time incurred in circumstances where an alternative offer of employment is made, as per the NYCC Redeployment Policy.
Have a low income	X		<u>Impact on Customers</u> Current provision of service is based on referrals, on a non-means tested basis, in accordance with assessed need. In this respect, it is anticipated that any changes which are proposed through this review will be applied equitably, irrespective of an individual's income, as there are no plans at this stage to make services chargeable or restrict eligibility based on income.
	X		<u>Impact on Staff</u> Specific impacts for staff are still being mapped as part of detailed design work as proposals are formulated. The lowest pay band of staff in scope is Band 5, the hourly rate for which as at 1 <sup>st</sup> January 2015 (£8.05 - £8.80) is higher than the national living wage for outside London (£7.75) at the time of writing. In this respect, the staff in scope are not deemed to fall into the category of "having a low income", although other impacts of the proposed changes, such as travel to work time/cost, will also be taken into consideration as the review progresses.

**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.**

Impacts on individual characteristics which are known or anticipated at this stage of the project have been outlined above. It is not considered that proposals will have

more of an adverse impact on staff or customers as a result of them exhibiting a combination of protected characteristics. This is because current support delivered to customers is tailored to individual need following established assessment practice, and this is likely to continue with the new integrated service.

It is possible that there may be staff affected by this review for whom their combined protected characteristics and other circumstances outlined in this assessment cause adverse impact, such as someone living in a rural area with a disability affecting their mobility (in terms of access and connectivity for travel to work if there was a proposed change to their working location). In this case, NYCC redeployment policies will be followed to ensure that alternative offers of employment are appropriate, and that NYCC continues 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. All risks will be closely monitored and mitigating actions put into place as the project progresses and more detailed proposals are developed.

**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 overall aim of this project is to make things better and improve outcomes for children, young people and families in North Yorkshire. Proposals will go through a consultation period with staff and unions, the outcomes of which will be fed into the project before it is implemented. Consultation will provide an opportunity for staff and unions to put forward alternative suggestions for achieving the objectives of the review to further mitigate any impacts identified. Work is also taking place to review customer feedback to inform the proposals,

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

See above.

**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.**

**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?)**

The impact on staff will be monitored through regular supervision, prior, during and after the changes. Supervision will also be a channel for assessing the impact on customers, through discussion of specific cases of families being worked with. A full post-implementation review of the project will also be carried out after one year, to

determine the impact of the changes, and an interim review will take place 6 months after implementation.

The impacts on customers will be monitored through the activities of Participation Workers, who have a specific role to engage with users of CYPS services to seek their feedback about the services provided as well as their ideas for improvement. In addition, feedback and learning from complaints will be monitored, and the results of customer engagement surveys conducted through the SNAP tool will provide a valuable source of feedback through which impact can be monitored. This can also be compared with historic data from Viewpoint.

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

<b>Action</b>	<b>Lead</b>	<b>By when</b>	<b>Progress</b>
Develop initial draft EIA to assess impact of design principles for the project	J Hay with Project Group	Sept 2015	Complete
Engage staff and customers in detailed definition work for the project: <ul style="list-style-type: none"> <li>- Survey for staff (Summer 2015)</li> <li>- Shadowing (Summer 2015)</li> <li>- Staff engagement (Jan 2016)</li> <li>- Customer Journey Mapping (Jan – Feb 2016)</li> </ul>	J Firth	Feb 2016	In progress
Review EIA as detailed proposals for the new integrated service are developed, including consideration of how potential impacts will be monitored	J Hay with Project Group	Feb 2016	In progress
Consult with staff and unions on proposals	J Firth	Mar – April 2016	
Refine proposals in light of consultation	J Firth	April – May 2016	
Implement revised proposals	J Hay, J Firth, V Metheringham	Oct 2016	
Conduct post-implementation review of project, including impacts on equality	J Hay, J Firth, V Metheringham	March - Oct 2017	