

# Equality Impact Assessment (EIA) for 1165 - CSC – Improving Social Work Delivery in Locality Hubs

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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	Vicky Metherringham x4900
Names and roles of other people involved in carrying out the EIA	Emma Lickiss – Project and Change Officer Sarah Cooke/ Alison Oxley – Senior HR Advisor David Walker – CYPS EIA Representative Vicky Metherringham – Head of Safeguarding Rachael Hansen – Legal
How will you pay due regard? e.g. working group, individual officer	Via the project team meetings which 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  01.09.15

**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?)

The project in which this EIA relates to addresses a further (to work completed in 2012) reconfiguration of Children's social work teams to deliver social work practice more effectively, in the areas of Children in Need, Child Protection and Looked After Children.

This EIA is for the restructure of three current teams in to two, and to develop the 'locality hub' delivery model that was introduced in 2012. The teams involved in the restructure are the Safeguarding teams and Looked After/Permanence teams. These teams will be created from the posts within the current three types of team - Access and Impact, Children in Need/Child Protection and Looked After Children.

This proposal has been enabled by the success of the 2020 CYPS project to strengthen social work practice in the Customer Contact Centre such that referrals now being made to social work teams are of a high quality and almost certainly require an assessment, rather than being of an unknown quality requiring further screening to see if an assessment is required. There are no proposals to change the office bases of teams at this current time.

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

The proposal will enable better compliance with the requirements of the Working Together Guidance (March 2013/March 2015) which requires a statutory assessment of needs, in line with the Children Act 1989, to be completed within 45 days from date of referral. It will, in addition, also support the teams to meet the requirements of Children and Families Act 2014 which requires care proceedings to be completed within 26 weeks.

The purpose of this proposal is to meet the following objectives

- To improve social work practice and the quality of intervention for those children who are at risk and their families by providing social worker continuity due to reduced hand-offs.
- Remove delays and risks caused by such hand-offs.
- Strengthen the arrangements for children in permanent circumstances who are not formally Looked After.
- Standardise the numbers of cases for which a social worker is responsible.
- To further strengthen social work practice as well as providing role clarity and differentiation by considering the replacement of the Assistant Team Manager role within the teams with one of Practice Supervisor, to supervise social work practice and to coordinate cases within the locality hubs

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

#### Staff

The current structure consists of the 3 following teams:

- Accessing and Impact
- Child in need or child protection – CINCP
- Looked After Children – LAC

The team is made up of Team Managers, Assistant Team Managers and Social Workers, The teams are Countywide based.

#### New Structure

The proposal is to merge the 3 teams into 2 and to consist of the following:

- Merging of CINCP And Accessing and Impact Teams to create one Team - Safeguarding Team
- Looked After Children

The 3 Tier structure of the team is proposed to still exist with the possibility of a change in title for the Assistant Team Managers to Practice Supervisors

There is no proposed change to the amount of FTEs within the overall team although there may be a change in where the FTEs sit in some areas. Preferencing will be required for all Practice Supervisor Roles, however Team Managers and Social Workers will be ringfenced and slotted in to their post, Further information on these arrangements can be found in the consultation documentation. If a member of staff is offered a role that is not a suitable alternative for them in terms of location then this may result in a redundancy.

Appendix 1 Shows Current and Proposed Structure charts

The new structure proposes no change to office base. Teams will be equipped with new ways of working through the use of technology which will reduce the time spent travelling to visit families. .

#### Customer

There is no negative impact anticipated to the customer, Merging two teams will mean Customers are less likely to be passed to a number of different social workers resulting a more streamline service delivery – NYCC Children Social Care Teams have been told by customers prefer to have one social worker throughout the life of their service. The Impact will be monitored if any changes are implemented and will be reviewed post implementation at 6 and 12 months.

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

**Cost neutral? Y**  
**Increased cost? N**  
**Reduced cost? N**

Please explain briefly why this will be the result.

This proposal is not anticipated to make any changes to the cost for the council – The changes are been proposed to mainly improve the service to the customers by streamlining the delivery of the service and to ensure that the statutory duty is met.

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><b>Customer:</b>            No adverse impact is anticipated as a result of the changes, Although this is a service for children, the changes are likely to be beneficial to them as their will be a more defined lead social worker meaning less intervention from others.</p> <p><b>Staff:</b>            The restructure does not introduce any change in terms of the current age profile. We will be compliant with the legislation to ensure that staff are not disadvantaged because of their age.</p>
Disability	✓			<p><b>Customer:</b>            No impact is anticipated as a result of the change. The proposal does 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>

			<p><b>Staff:</b> Team managers have identified 4 members of staff with a disability although No impact is anticipated as a result of the changes.. Staff will be able to feed into the EIA during the consultation process and the EIA will be amended where appropriate to incorporate any feedback. The proposed 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> <p><b>Risk - Boundaries have changed therefore it may require further travel to cases. Although any risk is minimal as staff are expected to travel due to the nature of the job, there is a risk that this may have an adverse effect on them more than someone without a protected characteristic.</b></p>
Sex (Gender)	✓		<p><b>Customer:</b> No adverse impact is anticipated as a result of the changes.</p> <p><b>Staff :</b> 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><b>Customer:</b> No adverse impact is anticipated as a result of the changes.</p> <p><b>Staff:</b> No impact is anticipated as a result of the changes. As an organisation, NYCC must comply with relevant legislation and all</p>

				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.
Gender reassignment	✓			<p><b>Customer:</b> No impact is anticipated as a result of the changes.</p> <p><b>Staff:</b> 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><b>Customer:</b> No impact is anticipated as a result of the changes.</p> <p><b>Staff:</b> 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 promotes an understanding of diversity and respect for others and work sensitively around issues of sexuality and identity.</p>
Religion or belief	✓			<p><b>Customer:</b> No impact is anticipated as a result of the changes.</p> <p><b>Staff :</b> No impact is anticipated as a result of the changes. For information – this data is not recorded within the corporate HR system. As an organisation, NYCC will continue to</p>

				make efforts to accommodate the needs of individuals in terms of religion or belief, the project team we will adhere to do so when looking to relocate staff from locality/ office base through liaising with the Property Rationalisation Project Manager.
Pregnancy or maternity	✓			<p><b>Customer:</b> No impact is anticipated as a result of the changes.</p> <p><b>Staff:</b> Team managers have been liaised with to inform us that there are 6 employees who have been identified as pregnant or on maternity leave. There is no anticipated impact on these individuals as a result of the change. 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.</p>
Marriage or civil partnership	✓			<p><b>Customer:</b> No impact is anticipated as a result of the changes.</p> <p><b>Staff:</b> 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.</p>
<b>Section 6. Would this proposal affect people for the</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>

following reasons?				
Live in a rural area	✓			<p><b>Customer:</b> No impact is anticipated as a result of the changes.</p> <p><b>Staff:</b> No negative impact is anticipated as a result of the changes. All locations that are currently covered are still to be covered in the proposed structure, any changes to the locality in which a team member sits will be done through the preferencing process. Due to the nature of the roles staff are expected to have access to a car and be able to drive enable them to travel to and from cases in a timely manner. All staff will be supported to work where required with flexibility and the proposals contained within this restructuring takes account of the new ways of working approach that is being embedded across the county.</p> <p><b><u>RISK</u></b> <b>There is a risk that the New Ways of Working Technology will not be delivered in time for the implementation date leaving some members of staff without the equipment to work flexibly.</b></p>
Have a low income	✓			<p><b>Customer:</b> No impact is anticipated to the customer</p> <p><b>Staff:</b> No impact is anticipated as a result of the changes. No staff involved have a low income – All posts in the structure are a Band 11 or above– Job descriptions have gone through job evaluation and are banded correctly – Mileage claims will be made for travel from base to location of cases as they</p>

				<p>always have been. There is a proposal that there may be a change in where the numbers of FTEs sit in some areas. Preferencing will be opened up to employees where relevant. If a member of staff is offered a role that is not a suitable alternative for them in terms of location then this may result in a redundancy. The proposed changes in where the FTEs sit may have a positive outcome as it may create less travel and a more appropriate vacancy for a team member than what they have currently. No impact is anticipated as a result of the change in location, as the job role requires the ability to travel. However we will ensure that we are compliant with the appropriate legislation to ensure that staff are not disadvantaged.</p> <p>All staff will continue to be supported to undertake relevant training to support their development. These needs will be assessed during the annual and review appraisal process.</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.**

**Customer**

The teams currently provide a service to Vulnerable children, although it is not anticipated that there will be an impact on these children this will be reviewed after 6 months to ensure the changes do not have an adverse effect.

**Staff**

There is no anticipated impact on a combination of any protected characteristics relating to staff, but it will be monitored by publication of the EIA during consultation to enable staff to feed into the document, Team Managers speak to and raise any staff concerns, reviews of impact will be done post consultation and post implementation at 6 and 12 months. This document will be updated if anything is raised which needs to be included.

The draft EIA forms part of the consultation and will be amended based on feedback received if it impacts any of the protected characteristics.

**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 expected to have any adverse impacts on the protected characteristics. The consultation process will highlight any areas in which this might have an adverse impact and the proposal will be re-evaluated post consultation where necessary.

**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. There will be a formal consultation with staff with regards to the proposal and any changes made will have a post implementation review after 6 and 12 months.

Any relevant changes required to the EIA after the consultation will be made.

**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 a post implementation review at 6 and 12 month of the amended structure to understand the impact on staff, posts, the service and lessons learned. This will include feedback from staff and service users on the success of the new working arrangements.

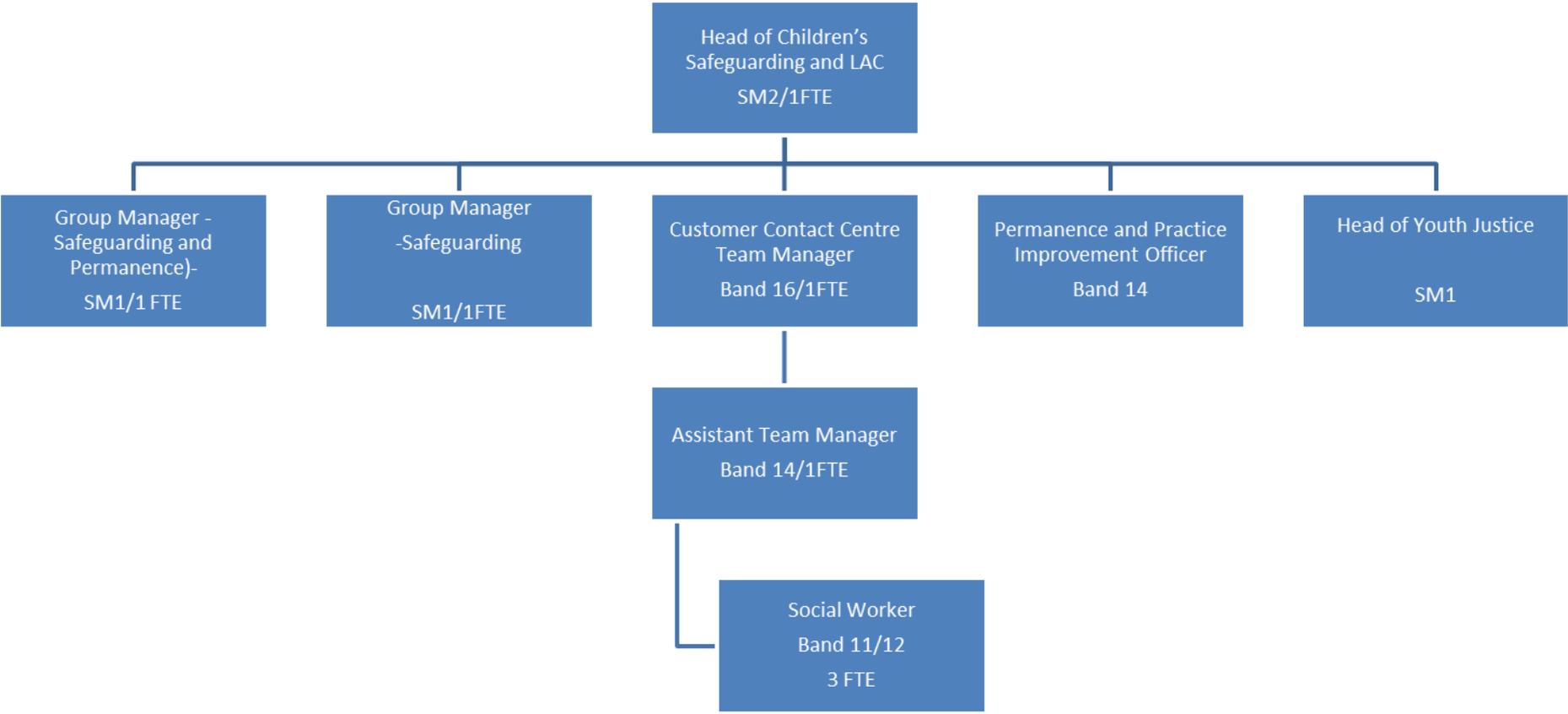
**Section 10. List any actions you need to take which have been identified in this EIA**

Action	Lead	By when	Progress
Peer review of draft EIA by Project Team, David Walker, CYPS Equality and Diversity Group	Vicky Metheringham	07/07/15	Complete

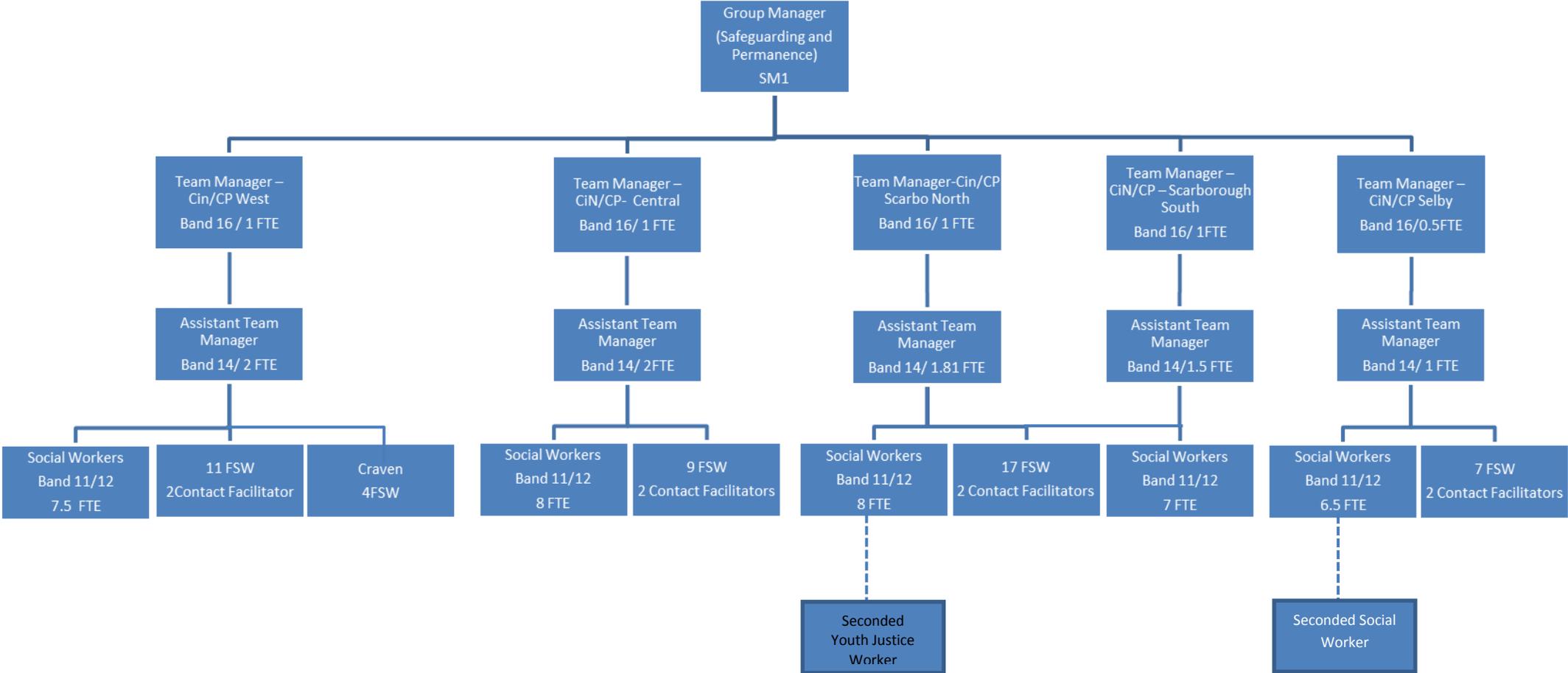
Sign off of EIA sponsor - Judith Hay	Vicky Metheringham	22/07/15	Complete
Publish Draft EIA alongside consultation	Vicky Metheringham	07/09/2015	
Revise EIA after consultation	Vicky Metheringham	6/10/15 – 10/10/15	
Peer review of final EIA by CYPS E&DG	Vicky Metheringham	TBC ? Meeting not until December 15 ?	
Sign off by AD	Vicky Metheringham	TBC	
Review of progress – 6 month post implementation review	Vicky Metheringham	July 2016	
Review of progress – 12 month post implementation review	Vicky Metheringham	January 2017	

**Current Establishment Structure Chart**

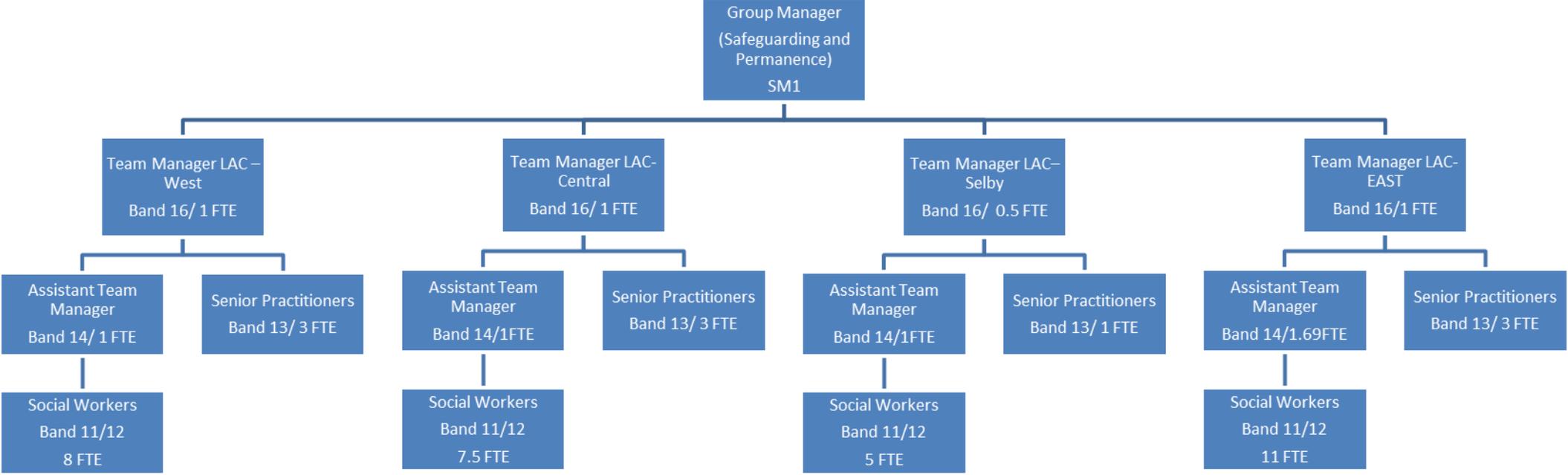
**Current Establishment Structure**



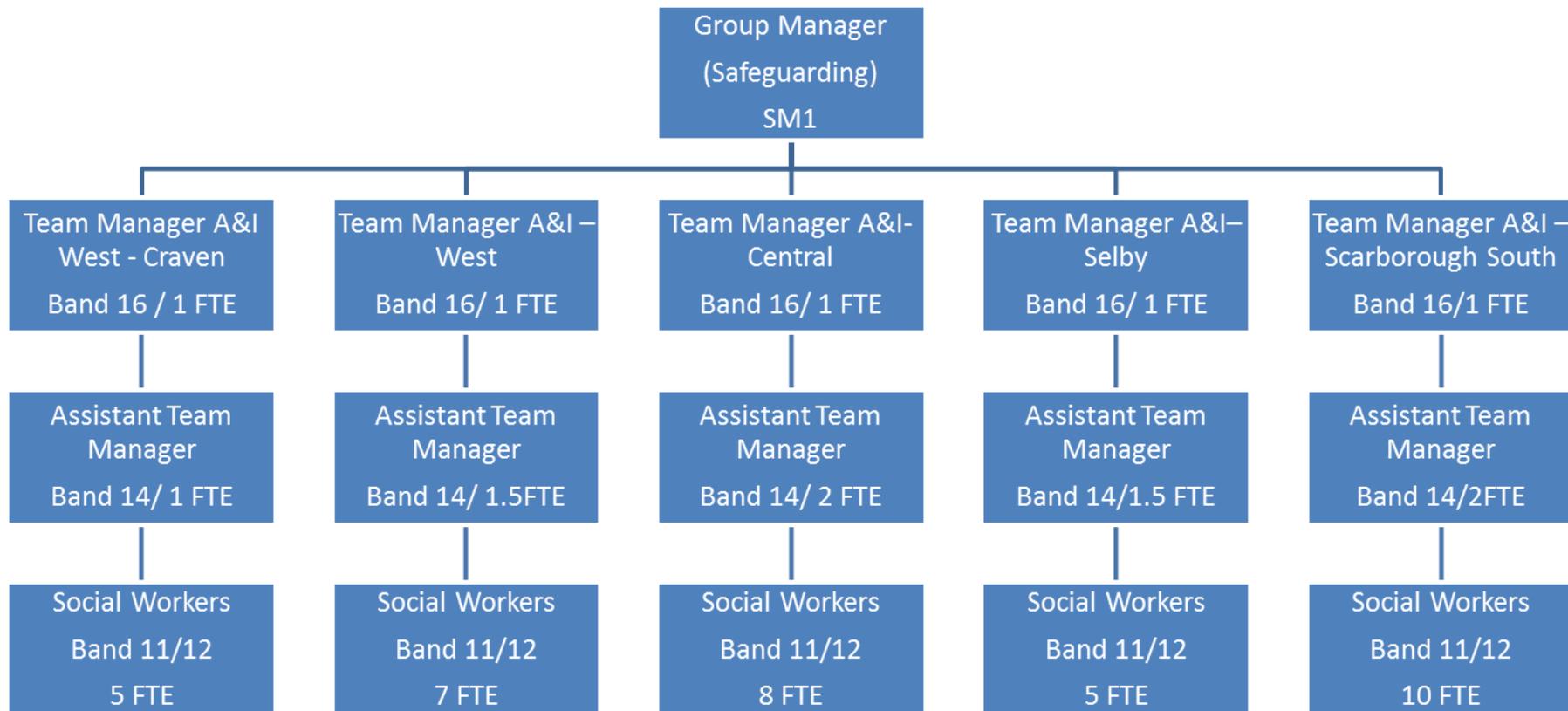
**Current structure CiN/CP**



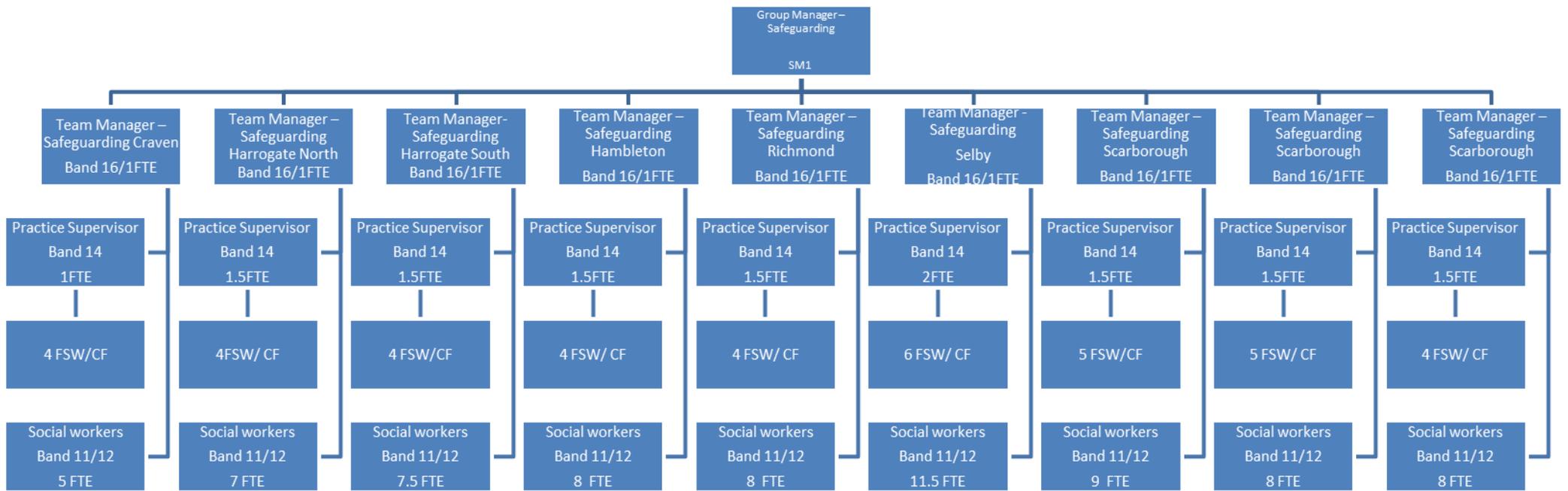
**Current Structure – (LAC Team)**



Current Structure (A&I Team)



## Proposed Structure chart (Safeguarding Team)



**Proposed structure chart (LAC Team)**

