



Equality Impact Assessment (EqIA) Template

Before completing the EQIA please have a look at the [Dorset Council style guide](#) and also use the [accessibility checker](#) to make sure your document is easy for people of all abilities to read.

Some key tips

- avoid tables and charts, if possible please provide raw data
- avoid pictures and maps if possible.
- avoid using bold, italics or colour to highlight or stress a point
- when using numbering or bullet points avoid using capitals at the beginning unless the name of something
- date format is dd month yyyy (1 June 2021)
- use clear and simple language
- where you need to use technical terms, abbreviations or acronyms, explain what they mean the first time you use them
- if using hyperlinks, make sure the link text describes where the link goes rather than 'click here' Please note equality impact assessments are published on the Dorset Council [website](#)

Before completing this form, please refer to the [supporting guidance](#). The aim of an Equality Impact Assessment (EqIA) is to consider the equality implications of your policy, strategy, project or service on different groups of people including employees of Dorset Council, residents and users of our services and to consider if there are ways to proactively advance equality.

Where further guidance is needed, please contact the Inclusion Champion or the [Diversity & Inclusion Officer](#).

1. Initial information

1.1 The service is called Birth to Settled Adulthood (B2SA). It focusses on improving the way support is delivered to children and young people with complex needs or who are disabled aged 0-25 and their families. This includes those with learning disabilities, mental health issues, are autistic, have sensory loss or severe physical disabilities or long term illnesses, are caring for their parents or a sibling, or have a combination of the needs listed. Please see section 4 for more details on the cohorts of young people identified as needing support through this new service.

2. Is this a new service. (please delete those not required):

2.1 This is a new service. It will be implemented in 2 phases. Phase 1 focusses on integration between Children's and Adults & Housing Directorates, and phase 2 focusses on integration with Health partners.

In Phase 1 the new service aims to bring together the current Children Who Are Disabled team, Young Carers Workers and Adults & Housing Transitions Team. It also aims to bring together some staffing resource from the Best Start in Life Team and Special Educational Needs worker into the new service as well.

It will be delivered in collaboration with employees, children, young people and their families.

This assessment focusses on phase 1. It is evolving and will be reviewed regularly.

3. Is this (please delete those not required):

Internal (Employees only) This assessment focusses on the potential impact of the new service to staff.

An Equalities Impact Assessment has also been drafted to the children and young people and their families potentially impacted by the B2SA programme. This was drafted in January 2023 and is currently being reviewed. The service is assessed as having a potentially positive impact on the children and young people and their families as it will offer a more joined up, seamless offer of support from birth to settled adulthood.

4. Please provide a brief overview of its aims and objectives:

4.1 The purpose of the B2SA service redesign is to improve the support provided to children and young who have complex needs or who are disabled aged 0-25 and their families. The children and young people identified in scope are:

- children with Special Educational Needs who have an Education Health and Care Plan and are likely to have care and support needs into adulthood.
- children and young people known to services who have a disability.
- Children aged 14 plus requiring support for mental health who are likely to need care and support.
- children with high-cost education packages (>£50k/year).
- young people who are at risk of abuse or exploitation and may not meet Care Act eligibility criteria (this is known as contextual/transitional safeguarding).
- children and Young people who have NHS Continuing Care funding

4.2 The B2SA service aims to

- provide good quality information advice and guidance.
- identify complex needs at an early stage and offer the right level of support at the right time.
- provide targeted support to develop skills and strategies which build independence.
- support children, young people and families to plan ahead for adulthood.
- work closely with commissioning colleagues to improve future planning around accommodation, care and support.
- have clear oversight of the most complex young people aged 14+ who are likely to have care and support needs into adulthood.
- meet our statutory duties to children, young people and their families
- provide targeted support to prevent further deterioration and reduce risk of admission to hospital or into care
- effectively safeguard children and young people, addressing abuse and neglect
- support parent carers to build resilience, knowledge and confidence in caring for their child or young person
- ensure social care and health services work together with children, young people and families in a more joined up way.

4.3 The service aims to support children and young people to achieve their outcomes. The outcomes framework is being co-designed with children, young people and their families.

4.4 In order for the aims and objectives to be achieved, Dorset Council Children's and Adults & Housing Directorates will need to organise themselves in a different way. This includes the following:

- create a new integrated 0-25 service offer that is able to support children and young people with complex needs or who are disabled and their families. At present different teams across children's and adult's & housing support them at different age points. The creation of a 0-25 offer will enable a more seamless service for children, young people and their families.
- the management of this service will be hosted in the Children's Directorate. Management oversight includes Head of Service, one Service Manager with expertise in Children's Social Care and one Service Manager with expertise in Adult Social Care. The management team are jointly responsible for the oversight of all children and young people in scope 0-25. This includes the allocation of work, supervision and oversight of the work, performance and financial monitoring and reporting.
- there will be a flexible approach to working with individual children and young people approaching adulthood to reduce the risk of a 'cliff edge' at 18, and to ensure the transition to adulthood is flexible to meet the needs of the young person. "Ready and Steady move into Adulthood" This may mean

children's workers remaining involved with a young person over the age of 18 (up to 25) or adult's workers reaching down to work with a young person from year 9.

- there will be dedicated link workers identified in the Adults operational teams and dedicated workers in Childrens services to offer skills and expertise and reach down or up to start working with the young person as needed. This may be for specific pieces of work or to take lead responsibility for the young person. The B2SA management team retain oversight for the work undertaken.
- matrix management arrangements will be in place to provide the necessary supervision, guidance and oversight to workers. For example, the B2SA manager with adult's expertise will be able to supervise and agree actions with the children's worker if they are related to preparing the young person for adulthood, or are related to adult legislation. The B2SA manager with children's expertise will be able to supervise and agree actions with the adult worker if they are working with a young person aged under 18.
- the B2SA service will align itself to locality working to ensure local networking and joint working can be established. Opportunities for co-location, joint meetings, joint training and group supervision will be developed.
- opportunities to align funding decisions will be developed across SEN, Children's Social Care and Adult Social Care.
- over time there will be a cross pollination of skills, knowledge and expertise. This will include children's workers being able to complete light-touch Care Act Assessments and Support Planning and Adults workers being able to contribute to Childrens statutory assessments.
- specialist support services currently available in Adults and Childrens Social Care could be accessed to provide support to improve the support to and practice of workers. This includes HR, legal, MCA team, CHC team, TEC team.
- Paediatric Occupational Therapists working with children and young people aged 0-17 years will strengthen ties with Adults Occupational Therapists via formalised protocols and joint working.
- the B2SA service will include other disciplines to improve outcomes for children and young people. This includes:
 - Embedding Special Educational Needs workers to ensure synchronicity between social care and Education Health and Care planning.
 - Assistant Educational Psychologists to help develop targeted parenting and behaviour support plans alongside Family Workers.
 - Specialist Mental Health Practitioners to offer specialist advice and support around complex mental health issues.
 - a Parent/carer Mental Health and Wellbeing worker.
 - Early Years Practitioners.

For young people and their families, there will be a seamless support offer, which works on the basis of need rather than chronological age, and joins up services provided by Adults, Children's, SEN and Health. Right contact, right person, right time.

5. Please provide the background to this proposal?

5.1 Feedback from a range of sources highlighted a need to improve the experience for children and young people with complex needs or are disabled and their families as they grow and develop from birth into settled adulthood. This included feedback from the Learning Disability Partnership Board, inspection feedback, parent carer surveys, commissioning workshops and from young people with mental health issues. A paper went to People and Health Overview Committee in August 2021 recommending a transformation programme to bring about the changes required [Birth to Settled Adulthood Review August 2021](#). This was approved and the Birth to Settled Adulthood programme was created.

5.2 The Review told us that the current operating model was 'not delivering the outstanding service our community required'. This included:

- best practice would support childhood through to adulthood, which takes a whole life view of the individual and maximises opportunities for independence
- young people were not well prepared for adulthood
- planning for next steps weren't completed in good time
- children, young people and their families were not provided with good information
- partnership working between Children's, Adults and Health needed to be improved

5.3 The Birth to Settled Adulthood programme is a partnership between Dorset Council, NHS Dorset and Dorset Parent Carer Council. It has a signed commitment from all partners to work in partnership together.

5.4 The Birth to Settled Adulthood programme was divided into separate workstreams. The Service Design workstream was created to focus on making the changes needed to the operating model. This assessment focuses on the impact of the proposed changes to the internal workforce.

5.5 Between September 2022 and July 2023 a series of workshops were held to think through the new service model. A range of people attended the workshops including parent carers, Dorset Parent Carer Council, practitioners from Childrens and Adults and Housing Directorates NHS Dorset, Dorset Healthcare and Dorset County Hospital.

Evidence gathering and engagement

6 What sources of data, evidence or research has been used for this assessment? (e.g. national statistics, employee data):

6.1 In reaching this decision, we considered data relating to

- a) current demand for support from Children Who are Disabled Team (aged 0-18)
- b) current demand for support from Transitions Team (aged 14-25)
- c) current demand for support from Locality Teams for children and young people with complex mental health issues
- d) current demand for support from Adult Social Care teams (age 18-25)
- e) current caseloads for the Children Who are Disabled Team, Transitions Team, Young Carers and Adult Social Care teams
- f) waiting lists for the respective teams
- g) feedback from the workforce survey conducted in May 2023
- h) data gathered from Service Design stakeholder sessions held between Sept 2022 and July 2023.
- i) Equality and Diversity employee data from DES which is the Council's HR database.

7 What did this tell you?

7.1 The figures above indicate the approximate cohort of children and young people eligible for the new service.

7.3 Children Who are Disabled Team (CWAD) currently works with 613 children (0-17). All these are in scope for B2SA.

7.4 The Transitions Team currently have 20 young people currently allocated. This equates to 2 FTE caseloads.

7.5 Adults social care operational teams currently work with 387 young people aged 18-24 across its Learning Disability (208), Mental Health (132), Physical Disability (27) and other (10) teams. Of these, it is estimated 220 would sit within the B2SA service. This equates to roughly 13 FTE caseloads.

7.6 Approximately 20 children are being supported in the Children's Localities who have very complex needs (comorbid autism and mental health difficulties or subject to section 117 of the Mental Health Act) who would be eligible for the B2SA service. Given the complexity, this is assumed to equate to 2 social work caseloads.

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7.7 Approximately 120 young carers are supported by the 2FTE young carers workers.

7.8 The information tells us that a range of teams currently support children and young people with complex needs and disabilities.

7.9 The feedback from the workforce survey and the Service Design stakeholder events clearly told us of the need to work in a more integrated way, that reduces the experience of a 'cliff edge' when the child or young person moves between teams.

Bringing together skills and expertise into one service aims to improve this experience and facilitate more opportunities for joint working.

7.10 The proposed service structure is not prompted by any reduction in funding for the service and has enabled opportunity to introduce new roles to augment our capabilities. This should have a positive impact on employee experience as they will work alongside workers with different expertise and experience and learn from each other.

7.11 Equality data for employees tells us about the 45 affected employees. We have used the information available to us to understand more about how we ensure we have considered the protected characteristics of our staff. This is noted in the Section 9, Table 1.

7.12 Employee data has been gathered from DES, which is the Council's HR database. Via the HR database, Dorset Council currently collects data on the following:

- Sex
- Age

7.13 Employees are encouraged to provide additional information on the following and record it in DES:

- Disability Status
- Ethnic origin
- Religion or belief
- Sexual orientation

7.13.1 The above information in DES is reliant on employees populating these fields themselves and as this is not mandatory there are some instances where no information has been recorded, or the individual has chosen not to provide such information.

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7.13.2 Dorset Council do not currently ask for employees to provide information on gender reassignment.

7.13.3 Employees provide written notice of their pregnancy by the 15th week before the employees expected week of childbirth and maternity leave is recorded in DES.

8 Who have you engaged and consulted with as part of this assessment?

To date engagement and consultation events have taken place with internal and external stakeholders. This has included:

- October 2022: Engagement event with internal staff across Childrens and Adults and Housing Directorates
- January 2023 Webinar for internal staff across Children's and Adults Directorate
- September 2022- July 2023 – Face to Face and Virtual Service Design workshops held. This included representation from internal colleagues, parent carers, Dorset Parent Carer Council, NHS Dorset, Dorset Healthcare and Dorset County Hospital.

These events helped shape the design of the new service.

A timetable of engagement activity with employees, trade unions, families/carers, cabinet members, Dorset Parent Carer Council & local special schools is planned throughout the project. Engagement activity will help to shape decision making.

See Appendix One – Employee and TU consultation timeline

9 Is further information needed to help inform decision making?

Not at this point

Is an EQIA required?

Yes

Assessing the impact on different groups of people

For each of the protected characteristics groups below, please explain whether your proposal could have a positive, negative, unclear or no impact. Where an impact has been identified, please explain what it is and if unclear or negative please explain what mitigating actions will be taken.

- use the evidence you have gathered to inform your decision making.
- consider impacts on residents, service users and employees separately.

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- if your strategy, policy, project or service contains options you may wish to consider providing an assessment for each option.
- see guidance for more information about the different [protected characteristics](#).

Key to impacts

Positive Impact	<ul style="list-style-type: none">• the proposal eliminates discrimination, advances equality of opportunity and/or fosters good relations with protected groups.
Negative Impact	<ul style="list-style-type: none">• protected characteristic group(s) could be disadvantaged or discriminated against
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.

10 Target Group – Employees

10.1 The outcome of the proposals on employees are broadly neutral on balance. This is because:-

10.2 Redundancy: Out of a large group of employees, we have one employee who is at risk of redundancy but will be offered a very similar role at one grade lower with 18 months pay protection. In addition, they will have prior consideration for the vacant or new roles within the structure.

10.2 Grade Changes: Other than the situation stated above, there are no proposed grade changes

10.3 Changes to Centre of Duty: There are no proposed changes to centres of duty.

10.4 Changes in Directorate or Line Manager. There are proposed changes to Directorate and/or line manager for some employees, in order to achieve better integration of services.

10.5 Investment in workforce. There is an investment in the B2SA workforce from 45 Headcount / 42.95 FTE now, to 58 Headcount / 51.44 FTE proposed.

11.0 B2SA Equalities data:

Current workforce (December 2023):

- **Age:**
 - 16-39 40%
 - 40-49 24%
 - 50-59 22%
 - 60-64 13%

- Please note the age groupings 16-24 and 25-39 have been merged because of small proportions.

- **Disability status:**

- Disabled 18%
- Not Disabled 60%
- Not Declared 22%

- **Ethnic origin:**

The majority of the workforce affected by this proposal identify as white British (73%). A small proportion of identified that they are from ethnic minority. We are following the guidance by the government concerning ethnicity, which states the term ethnic minorities should be used to refer to all ethnic groups except the white British group. Ethnic minorities include residents who are Black, Asian, Arab, Mixed Ethnicities, White (Non-British), Gypsy, Roma and Irish Traveller Groups.

- **Religion and belief:**

- World religion 2%
- Christian 18%
- None/No Religion 18%
- Not Declared 58%
- Other 4%

- **Sexual orientation:**

The majority of the workforce affected by this proposal identifies as heterosexual (58%). A small proportion of employees identify as being Lesbian, Gay and Bisexual (LGB).

Impacts on who or what?	Choose impact	How
Age	Neutral Impact	No specific impacts identified at this stage
Disability		Not all employees have declared their disability characteristic in HR record.
	Neutral Impact	There are currently some employees with a disability, and we will continue to discuss their needs with them and make reasonable adjustments.

Impacts on who or what?	Choose impact	How
Gender reassignment and Gender Identity	Neutral Impact	<p>An employee's gender identity will not be affected by any changes to their job role, nor will it affect their ability to fulfil their job role.</p> <p>See Section 7 for more information.</p> <p>There are 84% females and 16% males in the affected group of employees.</p>
Marriage or civil partnership	Neutral Impact	<p>An Employee's marital status will not be affected by any changes to their job role, nor will it affect their ability to fulfil their job role.</p> <p>See Section 7 for more information.</p>
Pregnancy and maternity	Neutral impact	<p>Two employees are currently on maternity leave.</p> <p>Change programme managers will provide documents from the consultation process and keep in touch during the consultation. Regulation 10 of the Maternity and Parental Leave etc Regulations 1999 will be followed regarding suitable alternative employment. Proposed new structure: Individual employees who are pregnant may need to modify their working patterns in line with medical advice.</p>
Race and Ethnicity	Neutral impact	<p>Not all employees have declared their ethnicity in HR records.</p> <p>An employee's race and ethnicity will not be affected by any changes to their job role,</p>

Impacts on who or what?	Choose impact	How
		<p>nor will it affect their ability to fulfil their role.</p> <p>See Section 7 for more information.</p>
Religion and belief	Neutral impact	<p>The religion and beliefs of staff are respected. Their religion and belief will not be affected by any changes to their job role, nor will it affect their ability to fulfil their job role.</p>
Sex (consider men and women)	Neutral impact	<p>There are 84% females and 16% male in the affected group of employees</p> <p>An employee's sex will not be affected by any changes to their job role, nor will it affect their ability to fulfil their job role.</p> <p>Any changes made will not be influenced by the employee's gender.</p>
Sexual orientation	Neutral impact	<p>No all employee's have declared their sexuality in their HR record.</p> <p>An employee's sexual orientation will not be impacted by any changes to their job role, nor will it affect their ability to fulfil their job role.</p> <p>Any changes made will not be influenced by the employee's gender.</p>
People with caring responsibilities	Unclear	<p>Individual meetings with employees will identify whether any have caring responsibilities. The flexibility of the proposed operating model may also have benefits for some carers and employees</p>
Rural isolation	Neutral impact	<p>All employees are required to drive and have access to a car as part of their roles now, and any potential role. Employees in rural locations will not be</p>

Impacts on who or what?	Choose impact	How
		adversely affected by this proposal.
Socio-economic deprivation	Neutral impact	Where a role is being deleted and alternative role is ringfenced for them with salary protection for 18 months to mitigate impact. They also have the opportunity to apply for a new role at a grade higher. Career development opportunities offered by the proposed new model may result in some staff being able to increase their lifetime earnings, and acquire qualifications up to Foundation degree level.
Single parents	Neutral impact	No specific impacts identified at this stage
Armed forces communities	Neutral impact	No specific impacts identified at this stage

Summary of impacts

All of the impacts, except one, are classified as neutral (no change).

One impact (people with caring responsibilities) has been classified as 'unclear'. Ongoing individual meetings with employees will identify whether any have caring responsibilities.

The flexibility of the proposed operating model may also have benefits for some carers and employees.

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Action Plan

Summarise any actions required as a result of this EqIA.

Issue	Action to be taken	Person(s) responsible	Date to be completed by
Unclear impact on disabled colleagues due to proposed changes in work location	The consultation will provide an opportunity to share further information and individual meetings will take place with employees. These will enable reasonable adjustments to be continued or made where required	Hal Williams/Linzi Gow	12 April 2024
Unclear impact on people with caring responsibilities	Individual meetings with employees will identify whether any have caring responsibilities. A change in work location and working hours could negatively impact employees with caring responsibilities. However, the flexibility of the proposed new operating model may also have benefits for some carers. Through the post preferencing process employees can state preferred hours & working pattern.	Hal Williams/ Linzi Gow	12 April 2024

Sign Off

Officer completing this EqIA: Linzi Gow

Officers involved in completing the EqIA: Andrea Kiy, Hal Williams, Claire Leech,

Date of completion: 23.01.2024

Version Number: 1

EqIA review date: Equality Lead Sign Off:

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Next Steps:

- the EqIA will be reviewed by Communications and Engagement and if in agreement, your EqIA will be signed off.
- if not, we will get in touch to chat further about the EqIA, to get a better understanding.
- EqIA authors are responsible to ensuring any actions in the action plan are implemented.

Please send to [Diversity and Inclusion Officer](#)

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Appendix One

Employee and Consultation Timeline

Task	Commencing on	Complete by
Preliminary Consultation meeting with Trade Unions	29 January 2024	29 January 2024
Issue formal consultation letter to Trade Union	29 January 2024	29 January 2024
Hold consultation meeting with employees and Trade Unions (Hybrid meeting)	30 January 2024	30 January 2024
Teams site go live. To include: <ul style="list-style-type: none">• Job descriptions and person Specifications• Context Statements• Structure chart• Change Management Document• Support for employees• EQIA Email address go live: b2sa@dorsetcouncil.gov.uk	30 January 2024	30 January 2024
Consultation period – 45 days Respond to issues, replies posted either on Teams site or sent to individual (depending on nature of question) Individual / team meetings to be arranged if required, with Service Managers to respond to any issues staff wish to raise about their employment situation	30 January 2024	14 Mar 2024
Consultation closed		

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Final structure reviewed, consultation feedback finalised and provided to employees and Unions	From 15 March 2024	3 & 5 April 2024
New and vacant roles are open for applications	From 8 April 2024	26 April 2024
Interviews and appointment decisions made	From 29 April 2024	17 May 2024
Final structure agreed and approved following placement of employees	26 April 2024	
New Structure implemented		30 April 2024

Date of action plan to be completed changed to 12 April due to SEND inspection.