

**1.1. Contact Details & Project/piece of work/improvement details**
**Author of this EqlA**

Name of Author	Amanda Vidler
Job Title	Service Improvement Development Manager
Department/Team Name/division	Service Improvement, Practice and Quality
Email	Amanda.vidler@nottsc.gov.uk

**Lead Contact (or senior manager/line manager)**

Name	Emma Shand
Job Title	Interim Service Director
Department/Team Name/division	Adult Social Care – Community Social Work and Therapy
Email	Emma.shand@nottsc.gov.uk

**1. Project / Initiative details**
**2.1. About the project / initiative**

**Executive summary and the general potential impacts of the proposal?** *Has any initial engagement informed the identification of impacts?*

Adult Social Care (ASC) Redesign – All Age Approach

Feedback from our Self-Assessment, Annual Conversation, Big Conversation, and recent Strength Based Approach Peer review is that great progress has been made in the way we support people, but we are ambitious to do better. We are building on the positive foundations we now have, to improve consistency within and across teams, age, and places to improve the experience and outcomes for the people we support.

- We have introduced additional Group Manager capacity to strengthen the management of financial services and income maximisation and manage our operational resilience in the face of increasing emergency planning and market failure demand, learning lessons from recent events.
- We have moved all Community Social Work and Therapy teams under one Service Director to support consistency and equity of outcomes and practice.

- All our internal provider services are under one Service Director to build on opportunities for collaboration and strengthen regulatory assurance.

Rationale for Change:

- **Increased Equity of Service and Outcomes for People, Carers and Communities:**

The work should:

- Improve experience and outcomes for the people we support
- Improve experience and wellbeing for the Adult Social Care workforce through comprehensive and consistent training, support, and leadership
- Maximise opportunities for integrated teams via building community assets by strengthening links in local neighbourhood teams to support both place-based partnerships and countywide services
- Improve the Occupational Therapy Interventions and outcomes for people. This will be achieved via improvements in the following areas: supervision, recruitment and retention, training and support and a more cohesive occupational therapy offer.
- Reduce duplication and variation in our work to support people to leave hospital, with an opportunity to implement a more consistent and equitable service across the County.

The proposed changes were subject to detailed formal consultation with employees and their recognised representatives. Consultation began on 6<sup>th</sup> January and was extended to 7<sup>th</sup> February 2025 to give colleagues more time to review documentation and feedback. The Senior Leadership team then carefully considered this consultation feedback. The outcome of the consultation was published on Tuesday 11<sup>th</sup> March, with the future staff structures confirmed. The implementation stage began in April 2025 with new structures due to be in place from June 2025. Implementation processes will be managed in accordance with the Council's employment policies and procedures which have also been agreed with the Trade Unions and subject to equality impact assessment. An appropriate review date will be agreed for the new structure

The Department will continue to seek to build on extensive list of Frequently Asked Questions to demonstrate that the views of employees are actively listened and responded to.

The Department will continue to work closely with Human Resource Team colleagues to ensure that all the Council's relevant Employment policies and processes i.e. Enabling, Redeployment and Recruitment are properly applied in order to support staff to transition to the new structures whilst adhering with the underpinning stringent vacancy control.

The new structure will be populated primarily using the Council's Enabling policy and where we can, we will seek to meet staff individual preferences whilst balancing business needs. Keeping the need to minimise competitive processes is intrinsic to the Council's enabling policy.

We will ensure that staff are fully supported with training and adjustments as appropriate to allow them to access the new ways of working which the proposals give rise to and for staff to be equipped to support residents to do the same.

There will be a detailed training plan- initially to ensure staff have the information and skills needed for implementation of the new ways of working, and then ongoing training opportunities over the coming months. There will be a variety of opportunities to support staff

to gain the experience and confidence to work with people who have different presenting needs, for example buddying, huddles, training, co-working and communities of practice. Some training has already started, including 'NHS Continuing Healthcare' and 'Strengths-Based Practice: Listening, Communicating, and Collaborating with Local People.'

Information and data about our services has been used alongside feedback from staff to inform the development of the proposed structures.

Some employees may perceive that the proposed new structure will impact negatively on their current working arrangements, for example some staff currently have:

- fixed work bases
- fixed working hours, flexible working hours (including statutory flexible working arrangements)
- caring responsibilities
- specialist equipment or support that is in place or time based
- non-drivers- including those who are unable to drive due to disability or medication

We will however look to mitigate these concerns where possible by keeping any changes to working arrangement to a minimum and by following all the appropriate council Human Resources policies.

This EqIA is a working document and will form part of the project review, detailed in the Ongoing Monitoring section below.

2.1.5. Estimated 'go live' date for the project / initiative	01/04/2025		
2.1.7. Has this project been proposed to / approved through a formal <b>decision-making route</b> (e.g. been approved by committee / challenge panel?)	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	
2.1.8. Please provide details including date(s) below: If the answer is yes or no please explain further.			
This is a delegated non-key decision delegated to the Corporate Director for ASC and was approved on 1 <sup>st</sup> May 2025			

**2. Who are the main internal and external stakeholder groups that will be affected?** This question is to help you think about the potential groups that your decision/piece of work/policy might affect.

3.2.? Please indicate who will be affected by this project (Tick below all that apply)					
Young Service Users / clients	<input checked="" type="checkbox"/>	Employees	<input checked="" type="checkbox"/>	People with disabilities	<input checked="" type="checkbox"/>
Suppliers	<input type="checkbox"/>	Advisors/consultants	<input type="checkbox"/>	Residents	<input checked="" type="checkbox"/>
Parents	<input type="checkbox"/>	Benefits recipients	<input type="checkbox"/>	People who use BSL, who those whom English is not their first language	<input checked="" type="checkbox"/>

Families	<input checked="" type="checkbox"/>	Unpaid Carers	<input checked="" type="checkbox"/>	Other, please state	<input type="checkbox"/>
Students/pupils	<input type="checkbox"/>	Care experienced individuals	<input checked="" type="checkbox"/>	Other, please state	<input type="checkbox"/>
People over 60+	<input checked="" type="checkbox"/>	Schools	<input type="checkbox"/>	Other, please state	<input type="checkbox"/>

**3. Protected Characteristic Groups.** Based on your understanding so far, how will your policy, process or change affect the following groups of people.

**Protected Characteristic or group - Age**

**People we Support**

**Positive impact**, tick if applicable and describe below ☒

The new structure should increase Equity of Service and Outcomes for People, Carers and Communities and improve consistency within and across teams, age, and places to improve the experience and outcomes for the people we support

**Workforce**

**Neutral impact/non applicable**, tick if applicable and describe below ☒

The overall impact on our workforce should be neutral. We do understand that there could be some impact on people if they were required to move to a different team or location but will aim to keep any changes to a minimum and work with people to ensure that where possible we take their preferences into consideration, in addition to any flexible working requests for which we will follow the council's flexible working policy.

**Protected Characteristic or group - Disability**

**People we Support**

**Positive impact**, tick if applicable and describe below ☒

The new structure should increase Equity of Service and Outcome for People, Carers and Communities and improve consistency within and across teams, age, and places to improve the experience and outcomes for the people we support

We are increasing the capacity of the Adult Deaf and Visual Impairment Service (ADVIS) which aims to have a positive impact on the people we support.

By line managing occupational therapy in this new way, we will be able to offer a consistent and more equitable service, that can deliver holistic occupational therapy interventions.

### **Workforce**

**Neutral impact**/non applicable, tick if applicable and describe below ☒

The impact on the workforce should be neutral. We will ensure that we consider disabilities when completing the enabling and have ensured that engagement events have been available in person and virtually on Teams. Information has been presented in many different formats to ensure that the workforce has been able to access the information they need in order to participate in the engagement events and the consultation.

### **Protected Characteristic or group – Gender Reassignment**

#### **People we Support**

**Neutral impact**/non applicable, tick if applicable and describe below ☒

There should be no impact on people we support who have undergone or are undergoing Gender Reassignment

#### **Workforce**

**Neutral impact**/non applicable, tick if applicable and describe below ☒

There should be no impact on people in our workforce who have undergone or are undergoing Gender Reassignment

### **Protected Characteristic or group – Marriage and Civil Partnership**

#### **People we Support**

**Neutral impact**/non applicable, tick if applicable and describe below ☒

There should be no impact on Marriage or Civil Partnership

#### **Workforce**

**Neutral impact**/non applicable, tick if applicable and describe below ☒

There should be no impact on Marriage or Civil Partnership

**Protected Characteristic or group – Pregnancy and Maternity****People we Support**

**Neutral impact**/non applicable, tick if applicable and describe below ☒

There should be no impact on those who are pregnant or on maternity leave.

**Workforce**

Neutral impact/non applicable, tick if applicable and describe below ☒

We will ensure that there is a neutral impact on pregnancy and maternity by reaching out to colleagues who are pregnant or who are on maternity leave to keep them updated on all proposals and give them adequate time to respond. We will follow the council's policies on pregnancy and maternity leave.

**Protected Characteristic or group - Religion****People we Support**

**Neutral impact**/non applicable, tick if applicable and describe below ☒

The impact on religion should be neutral. We acknowledge that with any workforce there may be unconscious bias that may have an impact on the support they provide but Nottinghamshire County Council provides mandatory Equity, Diversity and Inclusion training for the workforce in order to mitigate this.

**Workforce**

**Neutral impact**/non applicable, tick if applicable and describe below ☒

The impact on religion should be neutral

**Protected Characteristic or group - Sex****People we Support**

**Neutral impact**/non applicable, tick if applicable and describe below ☒

The impact on Sex should be neutral

**Workforce**

**Neutral impact**/non applicable, tick if applicable and describe below ☒

The majority of the Adult Social Care workforce are female and generally women tend to be the main providers of unpaid caring responsibilities. To mitigate any impact, we will work with people to ensure any changes to their current working arrangements are minimal. We will also ensure that the council's flexible working policy is followed.

**Protected Characteristic or group – Sexual Orientation**
**People we Support**

**Neutral impact**/non applicable, tick if applicable and describe below ☒

The impact on Sexual Orientation should be neutral. We acknowledge that with any workforce there may be unconscious bias that may have an impact on the support they provide but Nottinghamshire County Council provides mandatory Equity Diversity and Inclusion training for the workforce in order to mitigate this.

**Workforce**

**Neutral impact**/non applicable, tick if applicable and describe below ☒

The impact on Sexual Orientation should be neutral

**Protected Characteristic or group - Race**
**People we Support**

**Neutral impact**/non applicable, tick if applicable and describe below ☒

The impact on Race should be neutral. We acknowledge that with any workforce there may be unconscious bias that may have an impact on the support they provide but Nottinghamshire County Council provides mandatory Equity, Diversity and Inclusion training for the workforce in order to mitigate this.

**Workforce**

**Neutral impact**/non applicable, tick if applicable and describe below ☒

The impact on Race should be neutral.

**Protected Characteristic or group – Care Experience\***
**People we Support**

**Neutral impact**/non applicable, tick if applicable and describe below ☒

The impact on Care Experience should be neutral

**Workforce**

**Neutral impact**/non applicable, tick if applicable and describe below ☒

The impact on Care Experience should be neutral

\*Definition of a Care Experienced: anyone who, at any stage in their life, for any length of time (no matter for how short a time period):

- Has been in care; or
- Is currently in care; or
- Is from a looked-after background, including adopted children who were previously looked-after. This could be looked after in the UK or Overseas.

For further details please follow this link: [NCC County Council meeting notes](#)

**Protected Characteristic or group – Any other group such as People who use different languages, including British Sign Language (please add here)**

**People we Support**

**Positive impact**, tick if applicable and describe below ☒

The impact on people who use different languages will be generally neutral other than for those who use British Sign Language as we are increasing the capacity of the Adult Deaf and Visual Impairment Service (ADVIS) which aims to have a positive impact on the people we support.

**Workforce**

**Neutral impact**/non applicable, tick if applicable and describe below ☒

The impact on people who use different languages, including British Sign Language should be neutral

#### 4. Further information

**Does this policy/activity rely on, relate to, or mention any other policy**

Yes

☐

No

☒

Not applicable

**Listening and Engagement: Where there are potential negative impacts for protected characteristics? These should be detailed including consideration of the equality duty, proposals for how they could be mitigated (where possible) and meaningfully engaged with groups?**

**Who have you talked to?**

Employees, Residents

**When did this take place?**

***Employee Engagement***

Engagement events across summer 2024. There were 23 Listening and Engagement Events attended by a total of 331 colleagues with the strategic lead meeting with the majority of teams to discuss the redesign.

Workshops with Team Managers in Autumn 2024

Consultation Webinars Dec 24/Jan 25



Consultation Survey – ran from 6<sup>th</sup> Jan to 7<sup>th</sup> Feb 2025

### Summary of ASC Redesign Consultation Findings

We received 227 responses to the staff consultation, with 200 via the staff survey and 23 via e-mail, along with 4 letters. Of the total responses 193 were individual responses and 27 collective team responses.

Colleague fed back their views on the Redesign, but these were not specific equality concerns.

### Resident Engagement

Big Conversations October 2022

People and Carers were invited along to have a conversation with us, to share with us what they think about the way we do social care and their wishes for the future.

### Knowing your community/area/demographic: evidence and data:

Not applicable

### Ongoing Monitoring: Please detail when you would like to revisit this policy/project/piece of work for review of equality impact.

We will add equalities impact questions into any Pulse Survey that we ask staff to complete in order to monitor the equalities impact of the proposal.

There will be a review of the ASC redesign 6 months after full implementation when the teams are working to the new model, we anticipate this to start in January 2026. This will ensure that we allow some time to adjust to the new ways of working and have 6 months of data to review. As part of this review, we will review the equalities impact of the proposal.

### Please indicate when this form will be reviewed and by who (usually 12 months from today's date, if you would like to propose another date, please do so)

01/01/2026	Emma Shand
------------	------------

### Publishing, tick the boxes if you agree

I intend to publish this EqIA	<input checked="" type="checkbox"/>
-------------------------------	-------------------------------------

I intend to attach this EqIA to a report	<input checked="" type="checkbox"/>
--	-------------------------------------

If you do not intend to publish this report, please explain why: