

Equality Impact Assessment [version 2.10]



Title: P7 – Budget Proposal - Concord Lodge	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input checked="" type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input type="checkbox"/> New <input type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: People	Lead Officer name: Stephen Beet
Service Area: Adult Social Care	Lead Officer role: Director, ASC

Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

Concord Lodge is currently a seven bed short term residential assessment unit, supporting adults with learning disabilities/ who are autistic, with complex needs/ challenge – each “room” is a separate part furnished flat with their own front and rear door. All have living space, bedroom and bathroom, some also have their own kitchen.

Communal spaces available: - conservatory space, activity/ training room, main kitchen (with high/low appliances), laundry

Registered with CQC [Concord Lodge - Care Quality Commission \(cqc.org.uk\)](#) for:

- Accommodation for persons who require nursing or personal care
- Caring for adults under 65 yrs
- Learning disabilities

The proposal is to explore the potential future uses of Concord Lodge covering three options:

- Remain as is with efficiencies around staffing and increased move on times.
- Retain the building handing over delivery of service and staffing to an external provider for Adults with LD&A
- Repurpose the facility to be used by Childrens Services and hand over to an external provider to deliver service

1.2 Who will the proposal have the potential to affect?

<input checked="" type="checkbox"/> Bristol City Council workforce	<input checked="" type="checkbox"/> Service users	<input type="checkbox"/> The wider community
<input type="checkbox"/> Commissioned services	<input type="checkbox"/> City partners / Stakeholder organisations	
Additional comments:		

There are two groups who are likely to be affected by this change:

- Concord Lodge service staff
- Service users, and their carers / families

We have considered the effect on these different groups based on the following factors:

- Access
- Outcomes
- Experience / Satisfaction

1.3 Will the proposal have an equality impact?

Could the proposal affect access levels of representation or participation in a service, or does it have the potential to change e.g. quality of life: health, education, or standard of living etc.?

If 'No' explain why you are sure there will be no equality impact, then skip steps 2-4 and request review by Equality and Inclusion Team.

If 'Yes' complete the rest of this assessment, or if you plan to complete the assessment at a later stage please state this clearly here and request review by the Equality and Inclusion Team.

Yes **No** [please select]

All three proposals will affect the staff group and any service users who remain in Concord Lodge at the point of the decision.

Step 2: What information do we have?

2.1 What data or evidence is there which tells us who is, or could be affected?

Please use this section to demonstrate an understanding of who could be affected by the proposal. Include general population data where appropriate, and information about people who will be affected with particular reference to protected and other relevant characteristics: [How we measure equality and diversity \(bristol.gov.uk\)](http://bristol.gov.uk)

Use one row for each evidence source and say which characteristic(s) it relates to. You can include a mix of qualitative and quantitative data e.g. from national or local research, available data or previous consultations and engagement activities.

Outline whether there is any over or under representation of equality groups within relevant services - don't forget to benchmark to the local population where appropriate. Links to available data and reports are here [Data, statistics and intelligence \(sharepoint.com\)](#). See also: [Bristol Open Data \(Quality of Life, Census etc.\)](#); [Joint Strategic Needs Assessment \(JSNA\)](#); [Ward Statistical Profiles](#).

For workforce / management of change proposals you will need to look at the diversity of the affected teams using available evidence such as [HR Analytics: Power BI Reports \(sharepoint.com\)](#) which shows the diversity profile of council teams and service areas. Identify any over or under-representation compared with Bristol economically active citizens for different characteristics. Additional sources of useful workforce evidence include the [Employee Staff Survey Report](#) and [Stress Risk Assessment Form](#)

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
<i>Staff diversity data – i-trent</i>	27 staff in Concord Lodge directly impacted by this proposal <ul style="list-style-type: none"> • The workforce is made up with predominantly older staffing with 51.9% aged between 50 and 64 and 14.8% being over 65 • 81.5% white 63% females • 48.1%, identify as heterosexual 44.4% prefer not to say • 7.4% of the workforce come from a Black, Asian and minoritised ethnic background • 7.4% of the workforce are Disabled people.
Service users	A decision has been taken not accept any more service users at this time, and numbers of service users are decreasing. The unit has capacity for seven service users, aged under 65 with learning disabilities and or autism.
Additional comments:	

2.2 Do you currently monitor relevant activity by the following protected characteristics?

<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input type="checkbox"/> Gender Reassignment
<input type="checkbox"/> Marriage and Civil Partnership	<input checked="" type="checkbox"/> Pregnancy/Maternity	<input checked="" type="checkbox"/> Race
<input checked="" type="checkbox"/> Religion or Belief	<input checked="" type="checkbox"/> Sex	<input checked="" type="checkbox"/> Sexual Orientation

2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps, then state this clearly with a justification.

For workforce related proposals all relevant characteristics may not be included in HR diversity reporting (e.g. pregnancy/maternity). For smaller teams diversity data may be redacted. A high proportion of not known/not disclosed may require an action to address under-reporting.

2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this had been of Bristol's diverse communities.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure please refer to [Managing change or restructure \(sharepoint.com\)](https://sharepoint.com) for advice on consulting with employees etc. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups and trades unions as well as affected staff.

<u>Public consultation</u> Unknown at present – awaiting decision outcome. <u>Staff groups</u>
--

No staff communication has taken place on the potential options to date; however, all options will affect staffing levels to some degree, so consultation will need to commence once a decision has been made.

Trade Unions:

Trade union representatives have been included in briefings and staff meetings (in addition to scheduled Joint Consultative Committees).

2.5 How will engagement with stakeholders continue?

Explain how you will continue to engage with stakeholders throughout the course of planning and delivery. Please describe where more engagement and consultation is required and set out how you intend to undertake it. Include any targeted work to seek the views of under-represented groups. If you do not intend to undertake it, please set out your justification. You can ask the Equality and Inclusion Team for help in targeting particular groups.

- The main staff and trade union consultation will take place after any decision, in line with the Council's Managing Change policy. This will include dedicated briefings and 1:1 sessions where required
- There will be detailed implementation plans in place for both the staff changes and service delivery, which will be finalised following a Cabinet decision
- Staff engagement plan – more details and timelines to follow once decision is made
- We will seek regular feedback from staff / service users / providers, conduct regular meetings with staff / service users / providers, and compliance inspections.

Step 3: Who might the proposal impact?

Analysis of impacts must be rigorous. Please demonstrate your analysis of any impacts of the proposal in this section, referring to evidence you have gathered above and the characteristics protected by the Equality Act 2010. Also include details of existing issues for particular groups that you are aware of and are seeking to address or mitigate through this proposal. See detailed guidance documents for advice on identifying potential impacts etc.

[Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#)

3.1 Does the proposal have any potentially adverse impacts on people based on their protected or other relevant characteristics?

Consider sub-categories (different kinds of disability, ethnic background etc.) and how people with combined characteristics (e.g. young women) might have particular needs or experience particular kinds of disadvantage.

Where mitigations indicate a follow-on action, include this in the 'Action Plan' Section 4.2 below.

GENERAL COMMENTS (highlight any potential issues that might impact all or many groups)

At this stage no decision has been taken on the future of Concord Lodge, however there are two groups who are likely to be affected by this change:

- Bristol City Council Concord lodge staff
- Service users, and their carers / families

We have considered potential adverse impact on these different groups based on the following factors:

- Outcomes
- Experience / Satisfaction

Bristol City Council Concord Lodge staff:

- **Outcomes**

Awaiting a decision, however all options will impact the staff group either via TUPE or potential redundancy

- **Experience / Satisfaction**

- Potential redundancy situation for some / all staff
- Changing to a new employer (although terms and conditions will remain the same), could be difficult for some of the workforce, particularly as many of the staff are within the 50-64 age bracket and have worked for BCC for a long time. There may be initial concern at the proposals. Staff members will have an opportunity to voice any concerns at a meeting prior to cabinet approval, as well as a full staff consultation if the proposal is approved. These issues are discussed in detail below.

Service Users

It is not anticipated that there will be adverse impact for service users, as the aim is to have move on's in place before a decision is made on the future of Concord Lodge. Numbers of service users are decreasing as a decision has been taken to place a hold on any more admissions.

PROTECTED CHARACTERISTICS

Age: Young People	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	The experience of the shared accommodation environment might negatively impact on some placements. Some young people may feel isolated or cut off from networks and/or insecure or unsafe or be more likely to be victims of abuse or crime. Younger people may be vulnerable to becoming engaged with criminal or antisocial activity (either voluntarily or by coercion/intimidation) if this occurs.
Mitigations:	We include suitability for shared accommodation in triage and risk assessment. Where possible young people will be accommodated in specialist YP accommodation. We will liaise with providers to allocate YP only shared accommodation as appropriate.
Age: Older People	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<u>Staff:</u> The majority of the workforce are in the 50+ bracket. The impact of large -scale change may be felt more by those who have worked in the service for a long time.
Mitigations:	<u>Staff:</u> Staff will be supported throughout the change process, starting with a pre-consultation briefing ahead of the Cabinet decision and then via a full consultation and Managing Change process should the decision be approved.
Disability	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<u>Staff:</u> 7.4% of the workforce identify as disabled, and some of these staff members may have accessibility requirements or reasonable adjustments that are currently acknowledged by BCC. Working for a new employer we will need to make sure any additional needs are met. Staff with a disability may experience anxiety at moving to a new employer and uncertainty about how any individual needs may be met.
Mitigations:	All staff will be supported through the change, and the risk of anxiety or uncertainty recognised. Specific mitigations for individuals with concerns need to be explored We will ensure that communication is clear, concise and unambiguous, setting out timescales to give sufficient advance notice. We also recognise that staff with neurological differences including Dyspraxia, Dyslexia, ADHD, Dyscalculia, Autism etc. may require additional adjustments to manage any known issues around anxiety or sensory sensitivities.
Sex	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Potential impacts:	<u>Staff:</u> 63% of the workforce identify as female, this means that there are more likely to be working arrangements in relation to caring, maternity & childcare. These working arrangements need to be considered in any new employment arrangements.
Mitigations:	Current terms and conditions should be considered as part of exploring suitable alternative posts for those staff being redeployed.
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Lack of diversity in the locality, or within shared properties may mean increased likelihood of discrimination and hate incidents.
Mitigations:	We have a collaborative relationship with providers to select and place people in appropriate accommodation across the city. Providers are required to have robust policies to tackle discrimination, harassment, victimisations and hate incidents
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<u>Staff:</u> 63% of the workforce identify as female, this means that there are more likely to be working arrangements in relation to caring, maternity & childcare. These
Mitigations:	Processes ensure that any working terms & conditions in the current place of work will be honoured in the new working arrangement
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Race	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<u>Staff:</u> Although a disproportionate impact is not anticipated, it will be critical that part of any transfer discussions to reflect the importance of creating an environment that celebrates and encourages diversity. Staff from an ethnic minority background may be negatively impacted if they don't feel as comfortable in the new workplace.
Mitigations:	Ensure that this issue is raised in discussions / consultations
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	Please see 'race' section. The issues and mitigation will follow similar rationale Possible disproportionate affects will be identified through the consultation process and any mitigations (e.g. reasonable adjustments such as prayer / quiet room facility) required will be put in place
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	Possible disproportionate affects will be identified through the consultation process and any mitigations (e.g. reasonable adjustments such as flexible working to accommodate unmarried / not in civil partnership member staff who intend to get married / be in civil partnership).
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Carers	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	We recognise that staff with additional caring responsibilities may be disproportionately impacted by changes.
Mitigations:	
Other groups [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	
Mitigations:	

3.2 Does the proposal create any benefits for people based on their protected or other relevant characteristics?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support our [Public Sector Equality Duty](#) to:

- ✓ Eliminate unlawful discrimination for a protected group
- ✓ Advance equality of opportunity between people who share a protected characteristic and those who don't
- ✓ Foster good relations between people who share a protected characteristic and those who don't

The repurposing of this location would benefit Children's Services by proving an in-house / externally provisioned independent living facility / tenancy readiness facility enabling young people to move onto their own tenancies.

Step 4: Impact

4.1 How has the equality impact assessment informed or changed the proposal?

What are the main conclusions of this assessment? Use this section to provide an overview of your findings. This summary can be included in decision pathway reports etc.

If you have identified any significant negative impacts which cannot be mitigated, provide a justification showing how the proposal is proportionate, necessary, and appropriate despite this.

Summary of significant negative impacts and how they can be mitigated or justified:

At this stage prior to a decision, the main negative impact will be the short-term / longer term impact of change could be a significant change for some individuals. We will mitigate the impact through formal joint staff consultations, further 1-2-1's where necessary, and continuing discussions throughout the transition.

Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:

At this stage prior to a decision there are potential financial savings for the Council, which is important at a time when the service budgets are under significant pressure, as well as a chance to explore alternative future uses for the use of Concord lodge which could benefit other services or offer efficiencies across the Council estate.

4.2 Action Plan

Use this section to set out any actions you have identified to improve data, mitigate issues, or maximise opportunities etc. If an action is to meet the needs of a particular protected group please specify this.

Improvement / action required	Responsible Officer	Timescale
Action: Staff briefing (pre-cabinet approval)	Louise briggs	January 2023
Action: Formal staff and trade union consultation	Lorna Laing / Jayne Clifford,	Post decision

4.3 How will the impact of your proposal and actions be measured?

How will you know if you have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective your approach is still appropriate.

Savings will be realised and Concord lodge will either be taken over by an external provider or will have been repurposed and be in use by Children's services.

Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities

impact of the proposal. Please seek feedback and review from the [Equality and Inclusion Team](#) before requesting sign off from your Director¹.

Equality and Inclusion Team Review: <i>Reviewed by Equality and Inclusion Team</i>	Director Sign-Off: Stephen Beet
Date: 12/12/2022	Date: 09.12.22

¹ Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.