



# Final Budget Equality Impact Assessment

2012/13

## Title of Option

Demographic Growth

### 1. What is being proposed?

a) Which service area or function does the proposed option relate to?

Learning Disabilities

b) What is the purpose, aim and known outcomes of this service or function?

To support adults with learning disabilities with social care needs.

c) Please provide details of the option that is being proposed.

Growth in budget to meet increasing demographic needs.

### 2. Legal Implications

a) Will the proposed option affect the Council's statutory duties to:

- promote race equality
- promote equality for disabled people
- promote gender equality
- eliminate discrimination
- provide equality of opportunity
- promote good relations

Yes/No:

NO

### 3. Identifying Impacts

Will the proposal have a worse impact on any of the following groups of people than its impact on the population as a whole?

#### 3a Service Delivery - (The Equality Act 2010, states that there are eight protected characteristics people might have, which are listed below\*

<u>Protected Characteristic</u>	<u>Yes/No If a negative impact (yes) please state what this may be</u>
*Age	NO
Carers	NO
*Disability	NO
*Gender	NO
*Race	NO
*Religion or Belief	NO
Socio-economic (eg people on low income)	NO
*Gender Reassignment	NO
*Pregnancy and Maternity	NO
*Sexual Orientation	NO
Other	NO

#### 3b Employment Policy and Practices - (The Equality Act 2010, states that there are nine protected characteristics our employees might have, which are listed below\*

NB: If posts are being deleted, please list how this may affect how the Council ensures that its workforce is reflective of the community we serve. (Please note that if these numbers are so small it is important the individuals are not identified)

An Organisational Workforce Redundancy EIA will be conducted if we find that any protected characteristic group within the workforce has reduced. Any actions will be linked to in house strategies to develop and maintain a workforce which is reflective of the community we serve.

## **Protecting front-line services (especially to the vulnerable) - Growth**

<b>Protected Characteristic</b>	<b>Yes/No If a negative impact (yes) please state what this may be</b>
*Age	NO
*Disability	NO
*Gender	NO
*Gender Reassignment	NO
*Pregnancy and Maternity	NO
*Marriage and Civil Partnership	NO
*Race	NO
*Religion or Belief	NO
*Sexual Orientation	NO

### **Justification - If no impact found**

This proposal does not have any staffing implications.

The proposal will have a positive impact on meeting the social care needs of adults with learning disabilities. No negative impacts have been identified.

## **4. Consultation and Feedback**

This EIA was published on the intranet and website, as an initial budget EIA. It was consulted with the Equality Forum, trade unions, staff equality forums and all recognised trade unions. From the consultations no specific changes or additional actions were required.

## **5. Managing or mitigating the impact**

**If you have identified any adverse impacts in section 3 are there any ways in which you could mitigate the impact - for example, by directing people to alternative services?**

- a) **How will you do this?**
- b) **Who will do it?**
- c) **What are the resource implications?**

## **Better ways of working and targeting of services**

**Directorate: Adult Health and Social Care**

**2012/13**

### **1. Title of Option**

Decommission Intermediate Care Facility (Heathy House)

### **2. Brief Description**

Heathy House is an intermediate care facility for older people that provides the following facilities: a small number of long stay beds (two residents), 15 rehabilitation beds which are part of a joint intermediate care service with the NHS, and 13 short-stay and respite care beds.

The building does not meet modern standards and is not fit for purpose. Many of the bedrooms are too small to enable hoisting equipment to be used. The Council and PCT are currently reviewing intermediate care provision and this could result in the 15 rehab beds no longer being commissioned from Heathy House.

This saving is based on decommissioning the service. In order to bring this about, it will be necessary to commission alternative beds from independent sector providers. It will also be necessary to move the two remaining long stay residents to other homes. The savings are based on the assumption that all the permanent staff will have to be made redundant. Although redeployment opportunities will be considered first, these are likely to be limited. This is because the general downsizing of in-house care provision means that there will be few alternative job opportunities within the Council.

### **3. Rationale For This Option**

The building is not fit for purpose to provide modern care.

The same level of service can be achieved at a lower cost.

There are expected to be 349 new beds in residential and nursing provision coming on stream over the next 12 months, in addition to existing homes. This gives an opportunity to commission replacement beds for Heathy House in high quality premises.

### **4. Implementation Strategy For This Option**

If a decision is made by the Council in February 2012 to decommission the service, it will be necessary to consult with NHS partners, service users and their families, and staff. It would also take approximately 6 months (possibly longer) to commission alternative services and a further 3 months to implement the decommissioning plan, allowing for statutory notice of redundancy to staff. The service will be decommissioned by March 2013.

There are likely to be significant staffing issues, with a need to reduce the local authority workforce significantly, partly through natural turnover and partly through redundancy.

Consultation with staff and service users will be carried out.

### **5. Resource Implications**

<b>Financial Detail</b>	<b>2012/13 £</b>	<b>2013/14 £</b>	<b>2014/15 £</b>
Staffing Costs	0	-800,000	-800,000
Running Costs	0	0	0
Other Costs	0	-120,000	-120,000
Increased Income	0	0	0
Less Redundancy (if any)	0	0	0
Less Other Costs	0	620,000	620,000
<b>Total</b>	<b>0</b>	<b>-300,000</b>	<b>-300,000</b>

<b>Staffing</b>	<b>2012/13</b>		<b>2013/14</b>		<b>2014/15</b>	
	<b>No.</b>	<b>FTE</b>	<b>No.</b>	<b>FTE</b>	<b>No.</b>	<b>FTE</b>
Vacant Posts	0.0	0.0	1.0	0.7	0.0	0.0
Possible Redundancy	0.0	0.0	40.0	27.3	0.0	0.0
Vacancy Management	0.0	0.0	2.0	2.0	0.0	0.0
TUPE Transfer	0	0.0	0	0.0	0	0.0
<b>Total Posts</b>	<b>0.0</b>	<b>0.0</b>	<b>43.0</b>	<b>30.0</b>	<b>0.0</b>	<b>0.0</b>

**Final Budget Equality Impact Assessment**

2012/13

**Title of Option**

Decommission Intermediate Care Facility (Heathy House)

**1. What is being proposed?****a) Which service area or function does the proposed option relate to?**

Intermediate Care Facility – Heathy House

**b) What is the purpose, aim and known outcomes of this service or function?**

Rehabilitation

**c) Please provide details of the option that is being proposed.**

Decommissioning of the Intermediate Care Facility

**2. Legal Implications****a) Will the proposed option affect the Council's statutory duties to:**

- promote race equality
- promote equality for disabled people
- promote gender equality
- eliminate discrimination
- provide equality of opportunity
- promote good relations

Yes/No: **3. Identifying Impacts**

Will the proposal have a worse impact on any of the following groups of people than its impact on the population as a whole?

**3a Service Delivery - (The Equality Act 2010, states that there are eight protected characteristics people might have, which are listed below\***

<b><u>Protected Characteristic</u></b>	<b><u>Yes/No</u></b>	<b><u>If a negative impact (yes) please state what this may be</u></b>
*Age	YES	The bulk of service users are over 65 and could be affected by changes to commissioned intermediate tier beds involving different care homes. The two permanent residents will potentially suffer a detrimental impact on their health and wellbeing by moving away from familiar surroundings and staff.
Carers	YES	Possible anxiety over change of facility and familiarity of surroundings.
*Disability	NO	
*Gender	NO	
*Race	NO	
*Religion or Belief	NO	
Socio-economic (eg people on low income)	NO	
*Gender Reassignment	NO	
*Pregnancy and Maternity	NO	
*Sexual Orientation	NO	
Other	YES	Regular users of respite may be apprehensive about having to receive care in a different establishment.

**3b Employment Policy and Practices - (The Equality Act 2010, states that there are nine protected characteristics our employees might have, which are listed below\***

## Better ways of working and targeting of services

NB: If posts are being deleted, please list how this may affect how the Council ensures that its workforce is reflective of the community we serve. (Please note that if these numbers are so small it is important the individuals are not identified)

An Organisational Workforce Redundancy EIA will be conducted if we find that any protected characteristic group within the workforce has reduced. Any actions will be linked to in house strategies to develop and maintain a workforce which is reflective of the community we serve.

<b>Protected Characteristic</b>	<b>Yes/No</b>	<b>If a negative impact (yes) please state what this may be</b>
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*Age	YES	The majority of the workforce is over the age of 40.
*Disability	NO	
*Gender	YES	The staff group is predominantly female.
*Gender Reassignment	NO	
*Pregnancy and Maternity	NO	
*Marriage and Civil Partnership	NO	
*Race	NO	
*Religion or Belief	NO	
*Sexual Orientation	NO	

### Justification - If no impact found

N/A

## 4. Consultation and Feedback

This EIA was published on the intranet and website, as an initial budget EIA. It was consulted with the Equality Forum, trade unions, staff equality forums and all recognised trade unions. From the consultations no specific changes or additional actions were required.

## 5. Managing or mitigating the impact

**If you have identified any adverse impacts in section 3 are there any ways in which you could mitigate the impact - for example, by directing people to alternative services?**

### a) How will you do this?

3a)

Commissioners will ensure that good quality intermediate tier and respite services are commissioned to replace those at Heathy House.

There will be full consultation with carers/families

Individual transition plan will be drawn up to facilitate a smooth move for the service users to new facilities

We will offer choices of alternative facilities that can be taken up

Great care will be taken over the move of the two permanent residents, giving consideration to their health and preferences on future care options.

3b)

Look at redeployment opportunities with HR advising on this, explore VER, retirement opportunities.

### b) Who will do it?

3a)

Commissioning and contracts team.

Care Management Teams

Care Team and Unit Manager

3b)

Operations Manager

Human Resources

### c) What are the resource implications?

Within existing resources



**Final Budget Equality Impact Assessment**

2012/13

**Title of Option**

Savings from introduction of a Resource Allocation System (RAS)

**1. What is being proposed?****a) Which service area or function does the proposed option relate to?**

Wellbeing and Social Care

**b) What is the purpose, aim and known outcomes of this service or function?**

To provide as much choice and control as possible and to give people a clear budget allocation based on a needs assessment, which people can use to plan their support

**c) Please provide details of the option that is being proposed.**

Part of the contingency top sliced from the RAS will be used to address a range of financial pressures and to achieve a budget saving.

**2. Legal Implications****a) Will the proposed option affect the Council's statutory duties to:**

- promote race equality
- promote equality for disabled people
- promote gender equality
- eliminate discrimination
- provide equality of opportunity
- promote good relations

Yes/No: **3. Identifying Impacts****Will the proposal have a worse impact on any of the following groups of people than its impact on the population as a whole?****3a Service Delivery - (The Equality Act 2010, states that there are eight protected characteristics people might have, which are listed below\***

<b><u>Protected Characteristic</u></b>	<b><u>Yes/No</u></b>	<b><u>If a negative impact (yes) please state what this may be</u></b>
*Age	YES	The proposal could have a negative impact on older people, who are the largest group of service users. However, see justification section and also mitigating impact (section 5).
Carers	YES	Carers will need to provide support in order that funded services can focus on the things carers are unable to do.
*Disability	YES	The proposal could have a negative impact on people with physical and/or learning disabilities. However, see justification section and also mitigating impact (section 5).
*Gender	NO	
*Race	NO	
*Religion or Belief	NO	
Socio-economic (eg people on low income)	NO	
*Gender Reassignment	NO	
*Pregnancy and Maternity	NO	
*Sexual Orientation	NO	
Other	YES	Some people may need larger support packages than the RAS indicative budget will give them.

**3b Employment Policy and Practices - (The Equality Act 2010, states that there are nine protected characteristics our employees might have, which are listed below\***



## Better ways of working and targeting of services

NB: If posts are being deleted, please list how this may affect how the Council ensures that its workforce is reflective of the community we serve. (Please note that if these numbers are so small it is important the individuals are not identified)

An Organisational Workforce Redundancy EIA will be conducted if we find that any protected characteristic group within the workforce has reduced. Any actions will be linked to in house strategies to develop and maintain a workforce which is reflective of the community we serve.

<b>Protected Characteristic</b>	<b>Yes/No If a negative impact (yes) please state what this may be</b>
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*Age	NO
*Disability	NO
*Gender	NO
*Gender Reassignment	NO
*Pregnancy and Maternity	NO
*Marriage and Civil Partnership	NO
*Race	NO
*Religion or Belief	NO
*Sexual Orientation	NO

### **Justification - If no impact found**

This saving does not have any direct staffing implications, although it could reduce overall employment levels in social care.

## **4. Consultation and Feedback**

This EIA was published on the intranet and website, as an initial budget EIA. It was consulted with the Equality Forum, trade unions, staff equality forums and all recognised trade unions. From the consultations no specific changes or additional actions were required.

## **5. Managing or mitigating the impact**

**If you have identified any adverse impacts in section 3 are there any ways in which you could mitigate the impact - for example, by directing people to alternative services?**

### **a) How will you do this?**

We will monitor to assess whether any of the protected characteristics are adversely affected by monitoring budget allocations.

Use of carers' assessments will help to ensure that the needs of carers and demands placed on them are recognised and taken into account in support planning for the person they care for.

There are mechanisms built into the RAS process that will mitigate the impact of people needing more support than the budget provides. Over budget allocations can be agreed, either on a transitional basis or on a longer-term basis. These are described in the Cabinet Report that was agreed by Cabinet on 12th December 2011.

Support plans will be regularly reviewed, at least once every 12 months.

### **b) Who will do it?**

Carers assessments are already happening.

Decisions on people needing larger budget allocations can be made by either team managers or (for larger packages) by the resource allocation panels.

### **c) What are the resource implications?**

There is already a significant investment in services that support carers. This needs to be targeted in ways that help carers who are under the greatest stress.

With regard to over-budget support packages, these are already incorporated into the

## **Better ways of working and targeting of services**

funding model. The resource implications will be closely monitored as the new RAS process is rolled out.

## **Commission / involve others in service delivery**

**Directorate: Adult Health and Social Care**

**2012/13**

### **1. Title of Option**

Review of Learning Disability Supported Living Scheme

### **2. Brief Description**

In-house Learning Disability Supported Living Services are provided from four bases in Todmorden. Currently one house is not fit for purpose and negotiations with the current tenant and family to relocate are in place. This would leave 3 properties that accommodate 10 tenants.

The proposal is to transfer this service to the independent sector through a procurement process, which would lead to eventual lower costs, given that the independent sector can operate at lower cost.

There are plenty of good supported living providers in the independent sector and there is unlikely to be any difficulty securing a transfer.

There will also be efficiencies from the office accommodation based at Todmorden Health Centre

The current staff (15 FTE) will be transferred with the service under TUPE regulations.

### **3. Rationale For This Option**

The independent sector can operate at lower cost. There is a thriving independent sector already operating in Calderdale and providing good quality services.

### **4. Implementation Strategy For This Option**

Key actions

a) Consultation with staff and service users will be carried out.

b) Secure new providers from the Council preferred provider list through a procurement process

### **5. Resource Implications**

<b>Financial Detail</b>	<b>2012/13 £</b>	<b>2013/14 £</b>	<b>2014/15 £</b>
Staffing Costs	0	-600,000	-600,000
Running Costs	0	0	0
Other Costs	0	-65,000	-65,000
Increased Income	0	0	0
Less Redundancy (if any)	0	0	0
Less Other Costs	0	565,000	565,000
<b>Total</b>	<b>0</b>	<b>-100,000</b>	<b>-100,000</b>

<b>Staffing</b>	<b>2012/13</b>		<b>2013/14</b>		<b>2014/15</b>	
	<b>No.</b>	<b>FTE</b>	<b>No.</b>	<b>FTE</b>	<b>No.</b>	<b>FTE</b>
Vacant Posts	0.0	0.0	0.0	0.0	0.0	0.0
Possible Redundancy	0.0	0.0	0.0	0.0	0.0	0.0
Vacancy Management	0.0	0.0	0.0	0.0	0.0	0.0
TUPE Transfer	0	0.0	20	15.0	0	0.0
<b>Total Posts</b>	<b>0.0</b>	<b>0.0</b>	<b>20.0</b>	<b>15.0</b>	<b>0.0</b>	<b>0.0</b>

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2012/13

**Title of Option**

Review of Learning Disability Supported Living Scheme

**1. What is being proposed?****a) Which service area or function does the proposed option relate to?**

Learning Disability Supported Living Services

**b) What is the purpose, aim and known outcomes of this service or function?**

To support people to have good quality housing and to maintain their independence – enabling people to live as full a life as possible

**c) Please provide details of the option that is being proposed.**

To transfer this service to the independent sector through a procurement process

**2. Legal Implications****a) Will the proposed option affect the Council's statutory duties to:**

- promote race equality
- promote equality for disabled people
- promote gender equality
- eliminate discrimination
- provide equality of opportunity
- promote good relations

Yes/No:

NO

**3. Identifying Impacts**

Will the proposal have a worse impact on any of the following groups of people than its impact on the population as a whole?

**3a Service Delivery - (The Equality Act 2010, states that there are eight protected characteristics people might have, which are listed below\***

<b><u>Protected Characteristic</u></b>	<b><u>Yes/No</u></b>	<b><u>If a negative impact (yes) please state what this may be</u></b>
*Age	NO	
Carers	NO	
*Disability	YES	There is a possibility that the service will change as a result of being transferred and the need to reduce costs.
*Gender	NO	
*Race	NO	
*Religion or Belief	NO	
Socio-economic (eg people on low income)	NO	
*Gender Reassignment		
*Pregnancy and Maternity		
*Sexual Orientation		
Other	NO	

**3b Employment Policy and Practices - (The Equality Act 2010, states that there are nine protected characteristics our employees might have, which are listed below\***

## Commission / involve others in service delivery

NB: If posts are being deleted, please list how this may affect how the Council ensures that its workforce is reflective of the community we serve. (Please note that if these numbers are so small it is important the individuals are not identified)

An Organisational Workforce Redundancy EIA will be conducted if we find that any protected characteristic group within the workforce has reduced. Any actions will be linked to in house strategies to develop and maintain a workforce which is reflective of the community we serve.

<b>Protected Characteristic</b>	<b>Yes/No If a negative impact (yes) please state what this may be</b>
*Age	NO
*Disability	NO
*Gender	NO
*Gender Reassignment	NO
*Pregnancy and Maternity	NO
*Marriage and Civil Partnership	NO
*Race	NO
*Religion or Belief	NO
*Sexual Orientation	NO

### **Justification - If no impact found**

Staff will transfer to the new provider under existing terms and conditions. Staff will be fully consulted and supported throughout the process by HR, management and union.

## **4. Consultation and Feedback**

This EIA was published on the intranet and website, as an initial budget EIA. It was consulted with the Equality Forum, trade unions, staff equality forums and all recognised trade unions. From the consultations no specific changes or additional actions were required.

## **5. Managing or mitigating the impact**

**If you have identified any adverse impacts in section 3 are there any ways in which you could mitigate the impact - for example, by directing people to alternative services?**

### **a) How will you do this?**

Independent sector supported living operates in a very similar way to the in-house service and is subject to a detailed specification and tender process to ensure that it meets the requirements laid down by commissioners.

There will be regular monitoring of the service via contracts compliance and service users will be reviewed at least once a year.

### **b) Who will do it?**

Commissioning and Contracts Teams in AH&SC.  
Community Learning Disabilities Team.

### **c) What are the resource implications?**

Within existing resources

## **Commission / involve others in service delivery**

**Directorate: Adult Health and Social Care**

**2012/13**

### **1. Title of Option**

New ways of delivering the in-house home care maintenance service

### **2. Brief Description**

The proposal is to wind down the in-house home care (maintenance) service and move existing service users to external providers. This is likely to be a redundancy situation for staff, but there will be some opportunities for redeployment within the reablement service.

Currently only 6% of the home care (maintenance) service is provided in-house i.e. 600 hours per week. The same level of service can be achieved at a lower cost.

The market for home care providers is well developed. Currently independent sector providers deliver 10,000 hours of service each week. Previous supply problems have been resolved.

### **3. Rationale For This Option**

The same level of service can be achieved at lower cost.

There is a good supply of independent sector home care, offering choice of provider. All providers have to meet the CQC essential standards, which are a good standard.

### **4. Implementation Strategy For This Option**

There are likely to be significant staffing issues, with a need to reduce the local authority workforce significantly through natural turnover, redeployment, VER and redundancy. Redundancy will incur costs that will have to be set against savings in the first year.

The likely timescale is that forward planning will take 9 -12 months and implementation will be incremental, probably on a team by team basis.

Consultation with staff and service users will be carried out.

The transition will need to be planned to reduce any potential impact on the quality of service provided and to ensure a smooth transition between the in-house provision and the contracted services.

### **5. Resource Implications**

<b>Financial Detail</b>	<b>2012/13 £</b>	<b>2013/14 £</b>	<b>2014/15 £</b>
Staffing Costs	-360,000	-720,000	-720,000
Running Costs	0	0	0
Other Costs	-40,000	-80,000	-80,000
Increased Income	0	0	0
Less Redundancy (if any)	200,000	0	0
Less Other Costs	200,000	400,000	400,000
<b>Total</b>	<b>0</b>	<b>-400,000</b>	<b>-400,000</b>

<b>Staffing</b>	<b>2012/13</b>		<b>2013/14</b>		<b>2014/15</b>	
	<b>No.</b>	<b>FTE</b>	<b>No.</b>	<b>FTE</b>	<b>No.</b>	<b>FTE</b>
Vacant Posts	0.0	0.0	0.0	0.0	0.0	0.0
Possible Redundancy	40.0	26.2	0.0	0.0	0.0	0.0
Vacancy Management	0.0	0.0	0.0	0.0	0.0	0.0
TUPE Transfer						
<b>Total Posts</b>	<b>40.0</b>	<b>26.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Final Budget Equality Impact Assessment**

2012/13

**Title of Option**

New ways of delivering the in-house home care maintenance service

**1. What is being proposed?****a) Which service area or function does the proposed option relate to?**

Home Care Provision

**b) What is the purpose, aim and known outcomes of this service or function?**

To provide long term personal care to service users in their own homes.

**c) Please provide details of the option that is being proposed.**

To transfer service to the Independent/Third Sector

**2. Legal Implications****a) Will the proposed option affect the Council's statutory duties to:**

- promote race equality
- promote equality for disabled people
- promote gender equality
- eliminate discrimination
- provide equality of opportunity
- promote good relations

Yes/No: **3. Identifying Impacts**

Will the proposal have a worse impact on any of the following groups of people than its impact on the population as a whole?

**3a Service Delivery - (The Equality Act 2010, states that there are eight protected characteristics people might have, which are listed below\***

<b><u>Protected Characteristic</u></b>	<b><u>Yes/No</u></b>	<b><u>If a negative impact (yes) please state what this may be</u></b>
*Age	YES	It is likely that older people will be negatively affected by these proposals. People will need to change support provider.
Carers	YES	Carers may have concerns about loss of continuity of care. Emotional risk to carers where the cared for has to move to a new service.
*Disability	YES	People will need to change support provider.
*Gender	NO	
*Race	NO	
*Religion or Belief	NO	
Socio-economic (eg people on low income)	NO	
*Gender Reassignment	NO	
*Pregnancy and Maternity	NO	
*Sexual Orientation	NO	
Other	YES	In identifying alternative independent sector providers, there are risks that there will be insufficient capacity to deliver the services; and that the quality of service will not be good enough, which could lead to safeguarding concerns.

**3b Employment Policy and Practices - (The Equality Act 2010, states that there are nine protected characteristics our employees might have, which are listed below\***

## Commission / involve others in service delivery

NB: If posts are being deleted, please list how this may affect how the Council ensures that its workforce is reflective of the community we serve. (Please note that if these numbers are so small it is important the individuals are not identified)

An Organisational Workforce Redundancy EIA will be conducted if we find that any protected characteristic group within the workforce has reduced. Any actions will be linked to in house strategies to develop and maintain a workforce which is reflective of the community we serve.

<b>Protected Characteristic</b>	<b>Yes/No</b>	<b>If a negative impact (yes) please state what this may be</b>
*Age	YES	The majority of the workforce is over the age of 40.
*Disability	NO	
*Gender	YES	The great majority of staff are female.
*Gender Reassignment	NO	
*Pregnancy and Maternity	YES	One person pregnant and on maternity leave
*Marriage and Civil Partnership	NO	
*Race	NO	
*Religion or Belief	NO	
*Sexual Orientation	NO	

**Justification - If no impact found**

### 4. Consultation and Feedback

This EIA was published on the intranet and website, as an initial budget EIA. It was consulted with the Equality Forum, trade unions, staff equality forums and all recognised trade unions. From the consultations no specific changes or additional actions were required.

### 5. Managing or mitigating the impact

**If you have identified any adverse impacts in section 3 are there any ways in which you could mitigate the impact - for example, by directing people to alternative services?**

#### a) How will you do this?

3a)

Care plans to be shared with new provider

Individual plans for each person to be transferred to ensure a smooth transition to a new provider

Consult with carers and offer choice of good quality providers

Joint visits with existing provider and new provider

Independent sector home care is subject to rigorous procurement and to regular contract compliance. It is regulated and inspected by CQC using the Essential Standards of Quality and Safety, which set a good standard.

3b)

Redeployment opportunities for staff, VER, staff training and competency training in reablement will be offered to provide a redeployment opportunity for displaced staff.

#### b) Who will do it?

Home Care Managers and staff team will work jointly with new providers to plan/work together to ensure a smooth transition of care for individuals. Care Management and brokerage staff will support the process and can offer choices such as the take up of a direct payment or provide information about current providers.

The Contracts Team will ensure home care providers deliver services of a sufficient standard and take action if they fail to do so.

#### c) What are the resource implications?

Funding will be required over the transition period for double running/handovers which will be found from existing resources. Time will be a requirement from the Operational Manager and Human Resources.



**1. Title of Option**

Review of In-house Learning Disability and Older People's Day Services

**2. Brief Description**

In-house learning disability day services are provided from three bases – Royd Square (Hebden Bridge), Chatham Street (Halifax), and Lower Edge (Rastrick). Older people's day services are based in three day centres – Higgins Close, Halifax, Hebden Vale, Hebden Bridge and Lower Edge, Rastrick. Lower Edge is already a shared base between the two services.

It is proposed both to make more effective use of existing buildings and to refocus both the in-house services on people with higher needs, while reassessing people with lower level needs with a view to offering alternative day care e.g. voluntary sector providers, direct payments etc.

The option is being considered to decommission Chatham Street and make more effective use of independent/voluntary sector learning disability provision in the Halifax area where there is a range of well established day service providers, and to encourage community based activities through the use of direct payments

The buildings at Lower Edge and Royd Square are fit for purpose for people with more complex needs and currently both have capacity to accommodate the people with higher needs currently attending Chatham Street. We are also exploring the option of people with learning disabilities who have complex needs getting their service at Higgins Close older people's day centre. There is capacity within the building to provide a small discreet service with its own entrance.

The vocational gardening service will continue but will need to be relocated to Lower Edge Centre. The programme will continue to provide certificated training around health and safety issues and work preparation skills; however this will be dependent of the ability of the service user. Due to the dependency of the user group accredited vocational training options will be explored on an individual basis making use of the local college, this will reduce the need for a vocational instructor.

Café HX1 is also located at the Chatham Street Centre and currently provides meals to users attending Chatham Street and some external catering to customers within the Council, although this has reduced due to changes in Council procurement rules.

We would no longer require the café to provide meals for service users however we are actively exploring alternative options such as utilizing other Council catering operations.

The older people's day service provides a total of 100 day care places each day. The service is currently delivered jointly with SWYPFT and meets the needs of people with dementia within an integrated service model. There is a PCT contribution to the cost of the service of approx £250k.

The proposal is to refocus the in-house service on people with greater needs and to staff the service at a level that can provide safe and good quality support to these people. Service users with lower level needs will still be able to access lower cost independent sector services or direct payments.

Savings will be made on staffing and by reducing the number of vehicles providing transport. In addition there is an opportunity rationalize the management of the two day services by having one overall day services manager across older people and people with a learning disability and increasing the integration of other aspects of the service, such as transport and admin.

**3. Rationale For This Option**

Savings will be achieved by coming out of under-occupied buildings and making best use of the available estate.

In-house day services have much higher unit costs than external provision and this can only be justified if they are meeting more complex needs. In the case of learning disability day services, these will be people with severe physical and learning disabilities and those with challenging behavior. For older people's day services, these will be people with moderate/severe dementia

## **Commission / involve others in service delivery**

and with greater physical frailty.

Joining up the day services under one manager is more efficient and creates opportunities to achieve wider efficiency gains, e.g. in use of transport.

### **4. Implementation Strategy For This Option**

Key actions:

- a. Review services users using services at the Chatham street centre. It is anticipated that approximately 15 people will require alternative service providers. The remaining 29 will be relocated to have their service provided in alternative buildings.
- b. Review service users in older people's day care to determine who could move to independent sector services.
- c. Service users and their carers will be fully involved in the planning and implementation of new arrangements.
- d. Review the buildings at Lower Edge and Higgins Close to ensure adequate facilities.
- e. Consult with staff affected.
- f. Examine and agree alternative options for the vocational catering service following closure of Chatham Street building.
- g. Phased transition for service users moving to new providers or buildings

### **5. Resource Implications**

<b>Financial Detail</b>	<b>2012/13 £</b>	<b>2013/14 £</b>	<b>2014/15 £</b>
Staffing Costs	0	-300,000	-300,000
Running Costs	0	0	0
Other Costs	0	-30,000	-30,000
Increased Income	0	0	0
Less Redundancy (if any)	0	0	0
Less Other Costs	0	80,000	80,000
<b>Total</b>	<b>0</b>	<b>-250,000</b>	<b>-250,000</b>

<b>Staffing</b>	<b>2012/13</b>		<b>2013/14</b>		<b>2014/15</b>	
	<b>No.</b>	<b>FTE</b>	<b>No.</b>	<b>FTE</b>	<b>No.</b>	<b>FTE</b>
Vacant Posts	0.0	0.0	4.0	3.4	0.0	0.0
Possible Redundancy	0.0	0.0	12.0	9.5	0.0	0.0
Vacancy Management	0.0	0.0	0.0	0.0	0.0	0.0
TUPE Transfer						
<b>Total Posts</b>	<b>0.0</b>	<b>0.0</b>	<b>16.0</b>	<b>12.9</b>	<b>0.0</b>	<b>0.0</b>

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**Final Budget Equality Impact Assessment**

2012/13

**Title of Option**

Review of In-house Learning Disability and Older People's Day Services

**1. What is being proposed?****a) Which service area or function does the proposed option relate to?**

Learning disability/Older peoples day service

**b) What is the purpose, aim and known outcomes of this service or function?**

To provide a range of day time activities to meet individual needs

**c) Please provide details of the option that is being proposed.**

To review the in-house learning disability and older peoples day service

**2. Legal Implications****a) Will the proposed option affect the Council's statutory duties to:**

- promote race equality
- promote equality for disabled people
- promote gender equality
- eliminate discrimination
- provide equality of opportunity
- promote good relations

Yes/No: **3. Identifying Impacts**

Will the proposal have a worse impact on any of the following groups of people than its impact on the population as a whole?

**3a Service Delivery - (The Equality Act 2010, states that there are eight protected characteristics people might have, which are listed below\***

<b><u>Protected Characteristic</u></b>	<b><u>Yes/No</u></b>	<b><u>If a negative impact (yes) please state what this may be</u></b>
*Age	YES	Some service users may be anxious about changing their service provider. Alternative services may not have sufficient capacity or may not be able to deliver services of sufficient quality.
Carers	YES	Some carers may be anxious by the potential change and impact it may have on the person they care for.
*Disability	YES	Some service users may be anxious about changing the service base/provider. Alternative services may not have sufficient capacity or may not be able to deliver services of sufficient quality.
*Gender	NO	
*Race	NO	
*Religion or Belief	NO	
Socio-economic (eg people on low income)	NO	
*Gender Reassignment	NO	
*Pregnancy and Maternity	NO	
*Sexual Orientation	NO	
Other	NO	

**3b Employment Policy and Practices - (The Equality Act 2010, states that there are nine protected characteristics our employees might have, which are listed below\***

## Commission / involve others in service delivery

NB: If posts are being deleted, please list how this may affect how the Council ensures that its workforce is reflective of the community we serve. (Please note that if these numbers are so small it is important the individuals are not identified)

An Organisational Workforce Redundancy EIA will be conducted if we find that any protected characteristic group within the workforce has reduced. Any actions will be linked to in house strategies to develop and maintain a workforce which is reflective of the community we serve.

<b>Protected Characteristic</b>	<b>Yes/No</b>	<b>If a negative impact (yes) please state what this may be</b>
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*Age	NO	
*Disability	NO	
*Gender	YES	The bulk of staff in older people's day services are female.
*Gender Reassignment	NO	
*Pregnancy and Maternity	NO	
*Marriage and Civil Partnership	NO	
*Race	NO	
*Religion or Belief	NO	
*Sexual Orientation	NO	

### Justification - If no impact found

Although a number of posts will be reduced there will be no impact on specific equality strands apart from Gender highlighted above. However the impact of potential job losses will be mitigated as outlined in section 5.

## 4. Consultation and Feedback

This EIA was published on the intranet and website, as an initial budget EIA. It was consulted with the Equality Forum, trade unions, staff equality forums and all recognised trade unions. From the consultations no specific changes or additional actions were required.

## 5. Managing or mitigating the impact

**If you have identified any adverse impacts in section 3 are there any ways in which you could mitigate the impact - for example, by directing people to alternative services?**

### a) How will you do this?

3a

We will ensure that the services offered by the new providers ensure equality of service provision and the diverse needs of all communities and service users.

There will be consultation with service users and their families throughout the process.

Following re-assessment service users will be offered a choice of providers to meet their individual needs. A phased transition will be offered with the new provider to ensure continuity of support for people who are changing service.

Commissioners will ensure that independent sector providers have sufficient services of the right kinds and in the right places based on a profiling of needs. There will be early consultation with day care providers.

Contract compliance staff will monitor the quality of independent sector day care.

3b

We will conduct a workforce EIA to assess which staff profiles may or may not be negatively affected by the proposals.

Consultation with staff affected by reduction of posts. Options will be explored with individual team members such as redeployment and VER before having to consider redundancy.

### b) Who will do it?

3a a joint approach between existing and new provider and care manager.

Commissioners will ensure there is sufficient day care to meet identified needs.

3b HR, unison and management will provide advice, guidance and support throughout the process.

## **Commission / involve others in service delivery**

### **c) What are the resource implications?**

3a/3b the work will be completed within existing resources

## **Commission / involve others in service delivery**

**Directorate: Adult Health and Social Care**

**2012/13**

**1. Title of Option**

New ways of delivering the in-house extra care home care service.

**2. Brief Description**

Transfer the social care provision within Extra Care schemes at Clement Court and Mytholm Meadows to the independent /voluntary sector.

The market for home care providers is well developed. Currently an independent sector (not for profit) provider is successfully delivering the social care provision at Willow Court extra care housing scheme. This is at much lower cost than the equivalent in-house extra care scheme.

This would be a service transfer under the TUPE regulations following a procurement exercise.

As at 1st November 2011 there are 22 service users at Clement Court and 29 at Mytholm Meadows receiving a total of 610 hours home care per week

**3. Rationale For This Option**

The same level of service can be achieved at a lower cost. The saving will be reduced in the short to medium term by the protection given to the terms and conditions of existing council staff transferring to the new service under TUPE.

**4. Implementation Strategy For This Option**

a) Consultation with staff, service users and partners will be carried out. There will be detailed discussions involving HR and Legal Services. There will need to be full consultation with our housing partner, Pennine Housing 2000.

b) The likely timescale is 9 -12 months to secure new provider(s) through a procurement process.

**5. Resource Implications**

<b>Financial Detail</b>	<b>2012/13 £</b>	<b>2013/14 £</b>	<b>2014/15 £</b>
Staffing Costs	0	-640,000	-640,000
Running Costs	0	0	0
Other Costs	0	0	0
Increased Income	0	0	0
Less Redundancy (if any)	0	0	0
Less Other Costs	0	540,000	540,000
<b>Total</b>	<b>0</b>	<b>-100,000</b>	<b>-100,000</b>

<b>Staffing</b>	<b>2012/13</b>		<b>2013/14</b>		<b>2014/15</b>	
	<b>No.</b>	<b>FTE</b>	<b>No.</b>	<b>FTE</b>	<b>No.</b>	<b>FTE</b>
Vacant Posts	0.0	0.0	0.0	0.0	0.0	0.0
Possible Redundancy	0.0	0.0	0.0	0.0	0.0	0.0
Vacancy Management	0.0	0.0	0.0	0.0	0.0	0.0
TUPE Transfer	0	0.0	43	29.8	0	0.0
<b>Total Posts</b>	<b>0.0</b>	<b>0.0</b>	<b>43.0</b>	<b>29.8</b>	<b>0.0</b>	<b>0.0</b>

**Final Budget Equality Impact Assessment**

2012/13

**Title of Option**

New ways of delivering the in-house extra care home care service.

**1. What is being proposed?****a) Which service area or function does the proposed option relate to?**

In-house Extra Care Home based support service

**b) What is the purpose, aim and known outcomes of this service or function?**

Individuals live in their own homes and many receive Home Care within the extra care setting.

**c) Please provide details of the option that is being proposed.**

Transfer the social care provision within Extra Care schemes to a new provider

**2. Legal Implications****a) Will the proposed option affect the Council's statutory duties to:**

- promote race equality
- promote equality for disabled people
- promote gender equality
- eliminate discrimination
- provide equality of opportunity
- promote good relations

Yes/No:

**3. Identifying Impacts**

Will the proposal have a worse impact on any of the following groups of people than its impact on the population as a whole?

**3a Service Delivery - (The Equality Act 2010, states that there are eight protected characteristics people might have, which are listed below\***

<b><u>Protected Characteristic</u></b>	<b><u>Yes/No</u></b>	<b><u>If a negative impact (yes) please state what this may be</u></b>
*Age	YES	There is a possibility that the service will change as a result of being transferred and the need to reduce costs.
Carers	NO	
*Disability	NO	
*Gender	NO	
*Race	NO	
*Religion or Belief	NO	
Socio-economic (eg people on low income)	NO	
*Gender Reassignment	NO	
*Pregnancy and Maternity	NO	
*Sexual Orientation	NO	
Other		

**3b Employment Policy and Practices - (The Equality Act 2010, states that there are nine protected characteristics our employees might have, which are listed below\***



## Commission / involve others in service delivery

NB: If posts are being deleted, please list how this may affect how the Council ensures that its workforce is reflective of the community we serve. (Please note that if these numbers are so small it is important the individuals are not identified)

An Organisational Workforce Redundancy EIA will be conducted if we find that any protected characteristic group within the workforce has reduced. Any actions will be linked to in house strategies to develop and maintain a workforce which is reflective of the community we serve.

<b>Protected Characteristic</b>	<b>Yes/No</b>	<b>If a negative impact (yes) please state what this may be</b>
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*Age	YES	The majority of the workforce is over 40.
*Disability	NO	
*Gender	YES	The majority of the workforce is female.
*Gender Reassignment	NO	
*Pregnancy and Maternity	NO	
*Marriage and Civil Partnership	NO	
*Race	NO	
*Religion or Belief	NO	
*Sexual Orientation	NO	

### Justification - If no impact found

#### 4. Consultation and Feedback

This EIA was published on the intranet and website, as an initial budget EIA. It was consulted with the Equality Forum, trade unions, staff equality forums and all recognised trade unions. From the consultations no specific changes or additional actions were required.

#### 5. Managing or mitigating the impact

**If you have identified any adverse impacts in section 3 are there any ways in which you could mitigate the impact - for example, by directing people to alternative services?**

**a) How will you do this?**

External extra care operates in a very similar way to the in-house service and will be subject to a detailed specification and tender process to ensure that it meets the requirements laid down by commissioners.

There will be regular monitoring of the service via contracts compliance and service users will be reviewed at least once a year.

Staff will transfer on current terms and conditions to new provider and be supported throughout the process. Full consultation process will involve and include Unions and Human Resources.

**b) Who will do it?**

Commissioning and Contracts Teams in AH&SC.  
OPPD care management teams.  
Operations manager and HR.

**c) What are the resource implications?**

Within existing resources.