

Annex 4

1. Topic of assessment

EIA title:	Consultation on the future of care and support at Hillside Residential Care Home, Camberley
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EIA author:	Chris Whitty, Lead Project Manager (Service Delivery)
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2. Approval

	Name	Date approved
Approved by¹		

3. Quality control

Version number	1.0	EIA completed	
Date saved		EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Chris Hastings	Area Director Service Delivery	Surrey County Council	Lead Officer
Sally Dickens	Senior Manager Service Delivery	Surrey County Council	Contributor
Karen McCormick	Registered Manager Hillside	Surrey County Council	Contributor
Matthew Peaker	Assistant Team Manager, Surrey Heath Locality Team	Surrey County Council	Contributor
Chris Esson	Commissioning Manager, Surrey Heath	Surrey County Council	Contributor
Chris Whitty	Lead Project Manager, Service Delivery	Surrey County Council	Contributor

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>The Cabinet will be asked to decide on the future of care and support at Hillside in Camberley. This EIA covers the implications of the Cabinet agreeing with preferred option to close Hillside resulting in a requirement to identify alternate care options and support re-provision of care and support provided to residents and people who access short term break services.</p> <p>Hillside Residential Care Home</p> <p>Surrey County Council has owned and managed Hillside in Camberley, a residential care home for people with learning disabilities, for almost 40 years.</p> <p>This home is registered to support 21 people and currently has 19 individuals living there.</p> <p>The home also provides a short-break service. There are 9 individuals who can currently book short term breaks. 6 people have chosen to use the service since April 2017.</p> <p>There are 21 permanent members of staff, 10 of whom also work bank hours and a further 11 people who are employed on a bank basis and have not worked regular hours.</p> <p>The building is not considered to meet modern expectations in relation to accommodation provision for adults with learning disabilities and in particular young adults (18+) as modern services are generally developed on the basis of accommodation for a much smaller group of individuals. New care and support packages are no longer commissioned at Hillside by the Surrey Heath Locality Team. There is no expectation that there will be any new referrals into this service.</p> <p>The constraints of the building have led to the reassessment of care needs for some residents who have already been supported to move to more appropriate care settings. The ability of staff to continue to support residents in the current setting is harder to achieve if the health and care and support needs of individuals increase.</p> <p>The team responsible for commissioning care for adults with a learning disability continue to work with the external provider market to develop appropriate accommodation for people with learning disabilities requiring care and support. It is understood that providers of residential care and supported living currently either have capacity or are developing in areas surrounding Camberley but there are no alternative short term break services in Camberley.</p> <p>In order to understand and plan future service provision, current and future support needs will be determined through the social care assessment process. Therefore all permanent residents and those receiving short breaks at Hillside will be reassessed.</p> <p>Most residents are active within their community of Camberley, with work and attending day opportunities, clubs and local churches. The Council will look to support people to continue to access these activities where important to do so.</p>
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<p>What proposals are you assessing?</p>	<p>Having consulted with residents, their families, carers, advocates and key stakeholders this EIA assesses the impact of Cabinet agreeing to the recommendations made that Hillside closes and that the Service supports residents to find and move to new services appropriate to their needs and aspirations.</p>
<p>Who is affected by the proposals outlined above?</p>	<ul style="list-style-type: none"> • Permanent residents: There are currently 19 (9 female and 10 male) permanent residents living at Hillside who moved in during the following decades: <ul style="list-style-type: none"> ○ 1970s - 3 ○ 1980s - 1 ○ 1990s - 7 ○ 2000s - 3 • 2010s - 5 (Two of whom have moved to Hillside as emergency placements since September 2017. One is being supported to move to a new service). • Day Care: 11 residents attend day services. • Short term breaks (respite care): there are 6 people currently regularly using Hillside short-term break service and another 3 who could choose to use services. From 1 April to 31 September 2017 there have been 65 bookings for short term breaks amounting to 118 days. (Estimated 157 days across a full year). • Relatives/carers of residents and people accessing short term breaks. • Staff: <ul style="list-style-type: none"> ○ Hillside: 21 permanent staff and a pool of bank staff. ○ Service Delivery Management Team: 12 staff. ○ Potential for staff in other Service Delivery care and support settings to be impacted. ○ Staff in other organisations who provide care to and support to residents of Hillside.

6. Sources of information

Engagement carried out

The Accommodation with Care and Support Board, Adults Leadership Team, and Area Director with Lead for Adults with a Learning Disability have been included in planning discussions.

The Strategic Director, Adult Social Care and Public Health, agreed consultation following discussion with the lead Cabinet Member for Adult Social Care and Public Health under delegated authority.

Unison and GMB were formally advised of plans on 29 September 2017.

Staff were made aware in a team meeting by Chris Hastings, Area Director for Service Delivery, of his intentions to seek permission to consult on the future of care and support provision at Hillside.

Staff were invited to a meeting on 09 October 2017 where the Consultation Document was shared and discussed.

A meeting with the residents at Hillside took place on 10 October 2017.

Formal engagement with residents, their families, carers, advocates and other stakeholders started on 9 October 2017 and ran until 9 January 2018.

The future of Hillside was considered previously in 2007 and 2009 by the then Adults Social Care Select Committee. The outcome was that the Council would find suitable alternative care in the Camberley area before considering options with residents and their families. This was not progressed but as a considerable period of time has elapsed and some peoples' circumstances have changed it was decided that it was appropriate to undertake a new consultation to discuss how care and support will be provided in the future for the people who call Hillside their home and those who use the short break service.

Plan of Engagement

It is understood that a change of place to live is unsettling for vulnerable people and those who are concerned for their wellbeing and ASC has not underestimated the anxiety and concern that people could feel about these proposals. Our consultations with those affected have been designed to help us better understand the impact on individuals of any possible change and how we might reduce anxieties and concerns.

The consultation focussed on engaging residents, carers, families, staff, advocates and other stakeholders in planning for the future and asked for views on what was important to people now and in the future.

A project group was set up and oversaw the initial consultation process and included representatives from Adult Social Care Commissioning and Operations, HR, Legal, Service Delivery, Estates Management and Communications.

Communications were produced and discussed with or sent to the following stakeholders:

- Easy Read Communication for residents.
- Letters and information for relatives, carers and advocates.
- Letters and information for identified stakeholders including the local MP and councillors, Mencap, local GP surgery, resident workplaces, local day centre, local

churches and clubs attended by individuals from Hillside, the Surrey Care Association, Surrey Coalition of Disabled, Action for Carers, Surrey Independent Council, Age UK Surrey, Healthwatch Surrey, Surrey Disabled People's Partnership, the local clinical commissioning group, the lead clinical commissioning group for commissioning services for people with learning disabilities etc.

- Presentation and staff briefings, including Trade Unions
- Other Internal communications via email
- Update newsletters midway and at the end of the consultation

Residents

The Home Manager at Hillside, supported by Hillside staff and staff from the Surrey Heath locality team, met with residents at the start of consultation and explained what was being considered.

Home staff and social care practitioners have supported each resident to create a personal record which shows what is important to each person, should a decision be taken to re-provide care and support.

Regular discussions will continue to monitor well-being, ensure care needs are being met and to address any issues which arise.

If Cabinet agree with the recommendations it is planned that alternative care arrangements will be based upon assessed individual needs, choices and aspirations. For most individuals it will be critical that this is in Camberley as many have lived in the area for a majority of their lives and have established links to work, day care, clubs, church and other community activities.

Where anyone is unable to consent to future care provision because they lack mental capacity, suitable arrangements will be made in accordance with the Mental Capacity Act 2005 and its Code of Practice.

Families/carers

Families/carers were informed of the proposal to consult on options for future care provision at Hillside from 9 October 2017. Initial conversations were had face to face or by phone and followed up by letter. Further face to face meetings were offered by senior managers and arranged where requested.

Families/carers of people who access Hillside for short term breaks were also informed in the same way and invited to give feedback. It is recognised that there are limited short term break opportunities as provided by Hillside, in the Camberley area.

A workshop was held in December 2017 attended by relatives, carers, friends, Camberley Mencap, a local councillor and some staff to enable thoughts and ideas to be shared and options for future care and support considered to inform the report that will be presented to Cabinet on 27 February 2018.

Staff of the Home

A staff briefing took place on 9 October 2017. Information was provided to staff who could not attend the briefing by the Home Manager. This was not a staff consultation however it was recognised that staff should have the opportunity to discuss the consultation and provide valuable feedback into the discussion.

The manager of the home is currently seconded into another post outside of service delivery and has been kept informed throughout the consultation.

A further staff meeting on 11 October 2017 explored thoughts on the consultation and how they could best support people at Hillside.

There will be further opportunities for staff to meet with managers and HR representatives on an individual basis if staff have issues they wish to discuss. These will be in addition to regular team meetings led by the Home Manager.

Service Delivery

Following the staff briefing on 9 October 2017, other managers in Service Delivery were provided with a briefing note for discussion with their teams.

Other stakeholders

The same opportunity to provide input into the consultation was offered to a wide range of stakeholders, including Camberley Mencap, local MP, GPs, employers, clinical commissioning groups, NHS managers responsible for specialist learning disability services, local churches and local councillors.

Data used

- Consultation feedback
- face to face meetings
- workshop with families, carers and staff representative
- written communications by letter and easy read format
- Personal data relating to care and support needs of residents held by ASC has been updated where appropriate
- HR data to support communication to staff
- Commissioning data regarding availability of other suitable care services in Surrey
- Notes of previous Cabinet discussion and agreed outcomes

7. Impact of the new/amended policy, service or function

Table Overleaf

7a. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic ²	POTENTIAL POSITIVE IMPACTS	POTENTIAL NEGATIVE IMPACTS	EVIDENCE
All	Dependent on Cabinet recommendations, some staff may continue to support people in new care settings.	Staff decide to look for alternative employment and leave as a result of proposals.	Natural staff turnover will apply however the majority of staff have discussed their intention and commitment to continue to support people at Hillside.
Age	<p>A choice of alternative new places to live has the potential to improve the service received by each individual.</p> <p>Increasing health and social care needs caused by aging can be better met in a more appropriate modern care environment.</p>	<p>The process of identifying suitable alternative services and the period of uncertainty during consultation on the proposal to re-provide care could potentially cause anxiety and would require careful planning and management to minimise anxiety experienced by all involved.</p> <p>Alternative services that are appropriate for some people may not currently be available within the Camberley area.</p>	<p>7 residents at Hillside are aged over 65 and have lived at the home between 4 and 44 years, some have known each other since they were children.</p> <p>Some residents are physically frail and have long term health conditions linked to age.</p> <p>It is recognised that Hillside cannot support people as care needs increase.</p> <p>The council will not be able to consider appropriate action for each person until detailed care needs assessments are undertaken.</p>
Disability	A choice of alternative new places to live will have the potential to improve support or service received by each person.	<p>The process of moving to a new home is disruptive.</p> <p>People are not able to understand what the closure of Hillside means for them and to identify and express their preferences about where they want to live in the future.</p> <p>People's behaviours may change as personal relationships change as a result of other residents</p>	<p>Hillside is a home for adults whose primary care and support needs have been identified to be as a result of a learning disability.</p> <p>Some residents are also physically frail and have long term health conditions.</p> <p>It is recognised that Hillside cannot support people as care needs increase and the building is not fully accessible to people with mobility issues</p>

		<p>moving or staff finding alternative employment.</p> <p>Alternative appropriate services may not be available within the immediate Camberley area.</p>	<p>Some residents are aware of proposals and ask for updates and/or seek reassurance.</p> <p>Some residents have not been able to participate in the consultation so far.</p> <p>The council will not be able to consider appropriate action for each person until detailed care needs assessments are undertaken.</p>
Gender reassignment	Not applicable	Not applicable	There are no known considerations to be aware of with regards to gender reassignment.
Pregnancy and maternity	Not applicable	Not applicable	There are no known considerations to be aware of with regards pregnancy and maternity.
Race	Conversations with individuals will establish personal preferences.	Options discussed do not meet individual's aspirations.	All residents and people who access short term breaks are white British.
Religion and belief	People who have not been able to express their religion or belief whilst living at Hillside may have an opportunity to do so in a new setting.	<p>Residents who regularly attend church may require support to join a new church if it is not possible to continue attending the same one as now.</p> <p>Friendships and support provided by local churches may be lost.</p>	There are people who regularly attend a place of worship.
Sex	Residents may benefit from being able to choose where they live and who they live with.	Living arrangements in new settings will require careful planning to ensure residents are not impacted by a significant change in gender balance.	<p>The ratio of male and female residents was roughly equal at the point of consultation.</p> <p>The council will not be able to consider appropriate action for each person until detailed care needs assessments are undertaken.</p>
Sexual orientation	A different care setting may enable residents to express their sexual orientation.	An unknown issue relating to sexual orientation may become apparent during reassessment discussions.	There are no known considerations to be aware of with regards to sexual orientation.
Marriage and civil partnerships	Residents may be able to explore marriage and civil partnerships in a different setting.	None	The Council recognises that information cannot be detailed in this section as people would be identifiable.

<p>Carers³</p>	<p>To actively engage carers in discussion given that people will not always be able to provide support to their loved one.</p> <p>This is an opportunity to have discussions and plan future care provision, to explore options, provide reassurance and minimise worries.</p> <p>The council will support carers and undertake specific carer's assessments as part of person centred planning.</p>	<p>The impact of previous conversations and proposals to close Hillside have been brought to the fore.</p> <p>Alternative local care options have not been identified prior to consultation and, until alternatives are available for consideration, this remains a concern.</p> <p>Carers' needs may not be taken into consideration.</p> <p>Availability of alternative services and their proximity to and accessibility for families / carers</p>	<p>The Council recognises that detailed information cannot be detailed in this section as people would be identifiable.</p> <p>Carers and key stakeholders have referred to the nature and anxiety caused by previous discussions, want to be involved in planning for the future and are keen that alternative care and support is developed in the Camberley area.</p> <p>Some carers have discussed the benefit they and other family members receive from the short term break service offered by Hillside and have asked that their views be taken into consideration</p>
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7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	POTENTIAL POSITIVE IMPACTS	POTENTIAL NEGATIVE IMPACTS	EVIDENCE
<p>Age</p>	<p>People will be supported to find alternative employment in accordance with council policy.</p> <p>Staff will potentially be working in environments which will support their aims to provide excellent care.</p>	<p>Applicable to all characteristics:</p> <p>Although this is not a staff consultation it is recognised that discussions that will take place may impact on long term care provision at Hillside and therefore impact on future employment.</p> <p>Staff will be required to support residents to give views and manage changes in behaviours as a</p>	<p>Applicable to all characteristics:</p> <p>The Council holds information on protected characteristics however it is recognised that some information cannot be detailed in the sections below as individuals would be identifiable due to small size of staff group.</p>

³ Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'

	A sense of relief that a long awaited decision is being made.	<p>result of discussions that will take place as well as managing their own anxieties.</p> <p>The majority of staff are women, some of whom have caring responsibilities.</p> <p>A more detailed picture of individual circumstances will be known and planned for based on consultation outcomes and recommendations.</p> <p>It is recognised that people redeployed to Hillside following the closure of residential care homes supporting older people may be impacted again.</p> <p>Staffing establishment will experience natural turnover and although most staff have stated an intention, should a decision be taken to re-provide care, to continue to support residents in their transition to new care arrangements, it is likely that staff will consider future employment options. This may impact on people who have developed close relationships with carers should they choose to leave.</p>	Similar care re-provision has seen staff seek alternative employment earlier than anticipated although small in number.
Disability	tbc	As above	As above
Gender reassignment	As above	As above	As above
Pregnancy and maternity	As above	As above	As above
Race	As above	As above	As above
Religion and belief	As above	As above	As above
Sex	As above	As above	As above

Sexual orientation	As above	As above	As above
Marriage and civil partnerships	As above	As above	As above
Carers	As above	As above	As above

8. Amendments to the proposals

Change	Reason for change
No change to what was proposed in the consultation documentation. The plan is to carry out a robust person centred assessment for all people using services and their families / carers, the Equalities Impact Assessment has helped to further consider their needs and concerns.	

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Concern for residents due to change and uncertainty raised by consultation.	<p>Careful on-going communication and support to explain what is happening, why it is happening and what it means for individuals.</p> <p>Use of accessible information to support people to express their preferences.</p> <p>People's preferences will be considered when seeking alternative care arrangements.</p> <p>Involvement of families, carers, advocates and other key stakeholders.</p> <p>Support with appropriate care and attention to give reassurance and manage anxieties. Look for early signs of behavioural changes and support appropriately.</p> <p>People will be supported to continue to attend activities/employment where this is important to them.</p> <p>Robust person-centred assessments for all users affected by the changes, involving carers, and the development of transitional plans.</p>	From 9 October 2017, to be reviewed following Cabinet consideration.	<p>Sally Dickens (Senior Manager, Service Delivery)</p> <p>Andrea Killick (Team Manager, Surrey Heath Locality Team)</p> <p>Karen McCormick (Team Manager, Hillside) and Hillside staff team.</p>

	<p>Arrangements will be put in place to enable family members, friends etc. to visit people in their new care setting.</p>		
<p>Concern expressed by carers due to change and uncertainty raised by consultation.</p>	<p>Carers included in on-going communication.</p> <p>Regular updates provided.</p> <p>Management Team continues to be proactive in meeting with people and being accessible.</p> <p>Carers personal support needs considered as part of conversation.</p> <p>Transition planning will be undertaken should a change of health or social care need require a move from Hillside.</p> <p>Discussions had with care providers to establish availability of services in the Camberley area and/or appetite to develop services based on care and support needs.</p> <p>Arrangements will be put in place to enable family members, friends etc. to visit people in their new care setting.</p>	<p>From 9 October 2017, to be reviewed following Cabinet consideration.</p>	<p>Andrea Killick (Team Manager, Surrey Heath Locality Team)</p>
<p>Staff currently working at Hillside may decide to seek alternative employment.</p>	<p>Service and HR support provided to the workforce.</p> <p>Transition planning to be prioritised where known a carer is seeking alternative employment.</p> <p>Longer term transition plan to be developed for each person involving current carers.</p> <p>The council is proud to employ a rich and diverse workforce and are confident that they have equipped them well as they are well trained and skilled. This would put them in a good position if they need to seek alternative employment and the council would support them through the programme of redeployment, reskilling and training referred to above.</p>	<p>From 9 October 2017, to be reviewed following Cabinet consideration.</p>	<p>Sally Dickens (Senior Manager, Service Delivery) and Service Delivery Management Team supported by Nardeep Rooprai (HR Advisor)</p>

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10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
<ul style="list-style-type: none"> • Although the council will ensure, if the recommendations are approved, that redeployment of all staff will be a key aim there may be an impact on pensions and benefits for any staff, who are not redeployed. • It is acknowledged that whilst the action plan has identified steps that will be taken aiming to mitigate potential negative impacts some may still remain even after this work is done. 	All

11. Summary of key impacts and actions

<p>Information and engagement analysis</p>	<ul style="list-style-type: none"> • Feedback from consultation with residents, relatives, carers, and key stakeholders held between 9 October 2017 and 9 January 2018. • Commissioning data regarding alternative care provision across Surrey and the Surrey Heath area.
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<ul style="list-style-type: none"> • The process of moving to a new home is disruptive. • Residents' behaviours will be impacted by living with or mixing with different people. • Concern for residents due to change and uncertainty regarding the future of Hillside and the potential move to a new home. • Detailed transition planning will be put in place to support people throughout their journey. • Concern that people will not be able to maintain friendships or continue to attend activities/employment. • Recognition that to meet people's care needs or aspirations, different solutions will be needed. • Alternative proposals aim to enable friendship groups to be maintained including people accessing short term breaks. • Potential that staff leave and personal relationships between carers and person being cared for are lost, impacting on behaviours. • Most carers employed at Hillside have confirmed they will support people to transition to their new home. • Alternative care provision has not been identified in the Camberley area and remains an outstanding issue for families and carers. • Alternative care provision may not be available in the Camberley area. • It is recognised that Hillside cannot support people as their care needs increase and that other more modern/appropriate facilities will be required to provide required support. • Residents will be supported to move from Hillside as their care needs increase and cannot be met where they live now. • Positive outcomes for individuals in new care settings that better meet their needs, reflect their wishes and aspirations and offer a modern care environment. • This is an opportunity for family members and carers to be involved in planning future care arrangements for their loved ones. • Family/carers care and support needs will be formally considered. • A detailed support plan for staff will be put in place pending Cabinet decision.

<p>Changes you have made to the proposal as a result of the EIA</p>	<ul style="list-style-type: none"> • For review following Cabinet consideration
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<ul style="list-style-type: none"> • The Service will continue to share information and seek feedback from relatives, carers and key stakeholders to ensure all parties are informed and can support planning for the future. • Communications to residents will be appropriate and personalised to minimise anxiety. • Carers employed at Hillside will be supported to identify and manage changes in people's behaviour. • Carers' care and support needs will be considered. • Service Delivery management team members will be visible and accessible. • Discussion with care providers to continue with view to developing Camberley based care. • Transition planning will be prioritised for people moving from Hillside due to a change in care and support needs or a key member of staff leaves. • Transition planning will take place for all residents to ensure behaviour changes are identified and appropriate support provided. • Transition support will continue beyond date of move. • A workforce support plan will be developed.
<p>Potential negative impacts that cannot be mitigated</p>	<ul style="list-style-type: none"> • Although the council will ensure, if the recommendations are approved, that redeployment of all staff will be a key aim there may be an impact on pensions and benefits for any staff, who are not redeployed. • It is acknowledged that whilst the action plan has identified steps that will be taken aiming to mitigate potential negative impacts some may still remain even after this work is done.