

Review of In-house Extra Care Services

Did you use the EIA Screening Tool? No

1. Explaining the matter being assessed

This document relates to a:

Change to a service or function

Summarise the strategy, policy, service(s), or function(s) being assessed. Describe current status followed by any changes that stakeholders would experience.

The Joint Executive Director for Adult Social Care & Integrated Commissioning has taken the decision under delegated authority to review the future of support being provided to cohorts of tenants residing at five housing with care settings by staff employed by Surrey County Council's (SCC's) Reablement service.

Extra care (also known as "assisted living" when focused on the private market) is a particular housing model which focuses mainly on older people, and offers accessible and adaptable housing (under rental, shared ownership, or leasehold arrangements) alongside formalised care services which can meet a range of needs on site and respond to care emergencies 24 hours a day, 7 days a week.

Following analysis and review of the current delivery by commissioning colleagues, it has been agreed by SCC's Senior Leadership Team (SLT) for SCC Reablement to cease delivering support at these settings.

This decision was made to allow SCC Reablement to focus on assisting people in the community with their recovery following a crisis, whether following a hospital admission or to prevent people going into hospital in the first place. SCC's Commissioning team will work with locality teams and the current housing providers to identify appropriate alternative support. It is proposed that there will be a period of handover between SCC In-house Extra Care staff and new providers before Reablement services cease their involvement in each respective service.

People affected by the proposals outlined above:

Support is currently being provided to cohorts of tenants residing in five housing with care settings located in North West and South West Surrey by staff employed by SCC in-house Reablement services. The five settings are:

- Aldwyn Place, Runnymede
- Dray Court, Guildford
- Halley's Approach, Woking
- Riverside & Falkner Courts, Waverley

Equality Impact Assessment

- Japonica Court, Guildford

The proposals will affect existing and future users of publicly funded housing and support at extra care settings in Surrey, their relatives, and carers.

Reablement Staff will be impacted as the Reablement service undergoes various transformation initiatives.

Evidence gathered on the impact of your proposals:

The current arrangements have been in place for many years without formal review and are no longer fit for purpose.

Reablement services are undergoing a 2-year transformation programme which includes the development and specialism of services. The Reablement ethos is to work with individuals in their own homes to regain independence following a hospital stay or at a time of crisis in order to prevent a hospital admission. It is now recognised that it is not within the remit of Reablement services to continue to provide support within the Extra care settings.

Until assessments of need are completed, and options identified, no decisions have been made regarding how support will be provided going forward. However, we believe things should be done differently in these settings to improve outcomes for individuals (if their needs were met in a more personalised and creative way) and achieve better value for money.

How does your service proposal support the outcomes in [the Community Vision for Surrey 2030](#)?

Having high quality extra care residential care for individuals is essential to achieve Surrey County Council's Community Vision for 2030.

This will help achieve the following ambitions that form part of our Community Vision for 2030:

- Everyone lives healthy, active and fulfilling lives, and makes good choices about their wellbeing.
- Everyone gets the health and social care support and information they need at the right time and place.
- Everyone has a place they can call home, with appropriate housing for all.

Are there any specific geographies in Surrey where this will make an impact?

- Guildford
- Runnymede
- Surrey Heath
- Woking
- Waverley

Assessment team

- Claire King, Surrey County Council Reablement Service Manager

Equality Impact Assessment

- Vicky Slingo, Digital and Business Manager for Reablement
- Commissioning colleagues John Woodroffe and Sarah Ford

2. Service Users / Residents

Age

Describe here the considerations and concerns in relation to the programme/policy for the selected group.

In order to identify the impacts of the proposals, a snapshot has been taken of residents of in house extra care services known to Surrey County Council as at 21 March 2023

(Source LAS as at 21 March 2023)

Age Band	Number of people Total	% of Total
Under 16		
16-17		
18-24		
25-34		
35-44	2	3.1%
45-54	2	3.1%
55-64	10	15.6%
65-74	14	21.9%
75-84	17	26.6%
85-94	17	26.6%
95+	2	3.1%
Grand Total	64	100.0%

Positive Impacts

- No change to environment or routines for residents creates stability for older people.
- There is potential to improve outcomes for people in all age groups through an alternative service that is better suited to need.
- Through individual reviews of assessed need, the level of support provided to individuals in all age groups will be improved or matched to their level of needs.
- Individuals of all ages will remain in the same settings where they have already well-established social contacts and familiarity with their environment.

Negative Impacts

- We recognise that a change in provision of care at the services will constitute a change for individuals of all ages, a change in day-to-day support will mean building a new rapport. A change in the level of support provided can also bring on anxiety for residents of all ages.
- The withdrawal of 24/7 emergency presences may create anxiety for people of all ages.

Describe here suggested mitigations to inform the actions needed to reduce inequalities

Equality Impact Assessment

Commissioners will liaise with landlords and tenants keeping them informed. Face to face tenant meetings will take place after the official communication about the consultation has been shared.

There will be 2 dedicated locality contacts who will keep up to date with individual queries and oversee those reviews of assessed need are carried out.

Reablement extra care service staff will not be withdrawn until new providers (where required) are in place.

Reablement Extra Care staff will remain on site providing day to day support and reassurance to tenants throughout the formal consultation process.

Commissioners are responsible for engagement with landlords and tenants.

Reablement service are responsible for engagement with staff consultation and continued support to Extra care tenants.

Locality teams are responsible for assessing tenants needs and supporting with individual queries during the consultation process.

What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decision makers need to be aware of?

None.

Any negative impacts that cannot be mitigated?

None.

Equality Impact Assessment

Disability

Describe here the considerations and concerns in relation to the programme/policy for the selected group.

Source: LAS as at 21 March 2023

Latest Primary Support Reason	Number of people total	% of total
Learning Disability Support	5	7.8%
Mental Health Support	6	9.4%
Missing data	2	3.1%
Physical Support – Access and Mobility Only	3	4.7%
Physical Support – Personal Care Support	40	62.5%
Sensory Support – Support for Dual Impairment		
Sensory Support for Hearing Impairment	1	1.6%
Sensory Support for Visual Impairment	3	4.7%
Social Support – Asylum Seeker Support		
Social Support – Substance Misuse Support	1	1.6%
Social Support – Support for Social Isolation/Other	1	1.6%
Social Support – Support to Carer	1	1.6%
Support with Memory or Cognition	1	1.6%
Grand total	64	100%

Equality Impact Assessment

Halley's Approach extra care home is a service specifically for adults with physical disabilities.

The needs of individuals residing in the 4 other settings are varied in line with the above.

Positive Impacts

- No change to environment or routines for residents with disabilities creates stability.
- There is potential to improve outcomes for people through an alternative service that is better suited to need associated with their disability.
- Through individual, personalised reviews of assessed need, the level of support provided to individuals with a disability will be improved or matched to their level of needs.
- Individuals with a disability will remain in the same settings where they have already well-established social contacts, community links, familiarity with their environment and specialist equipment to meet their individual needs already in place.

Negative Impacts

- We recognise that a change in provision of care at the services will constitute a change for individuals with a disability, a change in day-to-day support will mean building a new rapport. A change in the level of support provided can also bring on anxiety, especially when individuals require more specialist support associated with a disability (for example hoisting to support transfers).
- The withdrawal of 24/7 emergency presences may create anxiety for people with a disability.

Describe here suggested mitigations to inform the actions needed to reduce inequalities

A commissioner from the Disabilities commissioning team is involved to liaise with landlord and tenants of Halley's Approach and identify appropriate alternative future support within the setting.

Commissioner will liaise with landlords and tenants within the 4 other settings, keeping them informed.

Face to face tenant meetings will take place after the official communication about the consultation has been shared.

There will be 2 dedicated locality contacts who will keep up to date with individual queries and oversee those reviews of assessed need are carried out.

Reablement extra care service staff will not be withdrawn until new providers (where required) are in place.

Reablement Extra Care staff will remain on site providing day to day support and reassurance to tenants throughout the formal consultation process.

Equality Impact Assessment

Commissioners are responsible for engagement with landlords and tenants

Reablement service are responsible for engagement with staff consultation and continued support to Extra care tenants.

Locality teams are responsible for assessing tenants needs and supporting with individual queries during the consultation process.

Reablement service will provide a robust handover to any identified successor provider (where needed).

What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decision makers need to be aware of?

None.

Any negative impacts that cannot be mitigated?

None.

Equality Impact Assessment

Race

Describe here the considerations and concerns in relation to the programme/policy for the selected group.

Please see a snapshot of in house extra care residents below. Source: LAS as at 21 March 2023

Ethnicity grouped (wider)	Ethnicity grouped	Number of people Total	% of Total
Asian / Asian British	Any other Asian background	1	1.6%
	Bangladeshi		
	Chinese		
	Indian		
	Pakistani		
Black / African / Caribbean / Black British	African		
	Any other Black / African / Caribbean background		
	Caribbean		
Mixed / multiple ethnic groups	Any other Mixed / Multiple background		
	White and Asian		
	White and Black African		
	White and Black Caribbean	1	1.6%
No data	Refused		
	Undeclared / not known	3	4.7%
Other ethnic group	Any other background		
	Arab		
White	Any other White background	2	3.1%
	English / Welsh / Scottish / Northern Irish / British	56	87.5%
	Gypsy or Irish Traveller		
	Irish	1	1.6%
Grand Total		64	100.0%

Positive Impacts

- There is potential to improve outcomes for people through an alternative service that is better suited to need associated with their race/ethnicity. New providers may have a more diverse workforce than the current reablement workforce in place.
- Individuals will remain in the same settings where they have already well-established social contacts, community links associated with their race/ethnicity and familiarity with their environment.

Negative Impacts

- We recognise that a change in provision of care at the services will constitute a change for individuals, a change in day-to-day support will mean building a new rapport. This

Equality Impact Assessment

may be more difficult for individuals where English is not a first language, tenants may struggle to build up a rapport/communication with new providers.

Describe here suggested mitigations to inform the actions needed to reduce inequalities

Commissioners will liaise with landlords and tenants keeping them informed. Face to face tenant meetings will take place after the official communication about the consultation has been shared.

There will be 2 dedicated locality contacts who will keep up to date with individual queries and oversee those reviews of assessed need are carried out.

Reablement extra care service staff will not be withdrawn until new providers (where required) are in place.

Reablement Extra Care staff will remain on site providing day to day support and reassurance to tenants throughout the formal consultation process.

Reablement staff who know tenants well will carry out a robust handover to any successor providers (where required).

What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decision makers need to be aware of?

None

Any negative impacts that cannot be mitigated?

None

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Religion or Belief

Describe here the considerations and concerns in relation to the programme/policy for the selected group.

Please see statistics drawn from a snapshot of In house extra care residents below. Source: LAS as at 21 March 2023

Religion grouped	Number of people Total	% of Total
Buddhist		
Christian	34	53.1%
Declined/refused	1	1.6%
Hindu		
Jewish		
Muslim		
None	12	18.8%
Other	2	3.1%
Sikh		
Unknown	15	23.4%
Grand Total	64	100.0%

Negative Impacts

- There is a potential impact on daily routines and practices with a new provider or change in level of support provided –holidays/days of worship, food, wearing a faith symbol and dress.
- Tenants may be concerned about losing staff who know them well and worry that new providers will lack knowledge/understanding of their needs associated with religion or belief.

Describe here suggested mitigations to inform the actions needed to reduce inequalities

Locality reviews will be person centred and establish individual needs and preferences.

There will be a dedicated contact within the 2 relevant locality teams who will keep up to date with individual queries and oversee those reviews of assessed need are carried out.

Reablement staff will not be withdrawn until new providers (where required) are in place.

Reablement Extra Care staff will remain on site providing day to day support and reassurance to tenants throughout the formal consultation process.

Reablement staff who know tenants well will carry out a robust handover to any successor providers.

Commissioners will liaise with landlords and tenants to ensure that tenants are consulted with ahead of any changes.

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What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decision makers need to be aware of?

None

Any negative impacts that cannot be mitigated?

None

Sex

Describe here the considerations and concerns in relation to the programme/policy for the selected group.

Source: LAS as at 21 March 2023

Gender (group)	Number of people Total	% of Total
Female	32	50.0%
Male	32	50.0%
Grand Total	64	100.0%

Some individuals may prefer same sex gender to carry out their support. It is important that this is taken into consideration when locality staff are undertaking reviews of needs.

Positive Impacts

- An alternative provider may have the ability to provide mixed gender support. The Reablement current staff team comprise of females only.

Describe here suggested mitigations to inform the actions needed to reduce inequalities

Locality reviews will be person centred and establish individual needs and preferences.

There will be 2 dedicated locality contacts who will keep up to date with individual queries and oversee those reviews of assessed need are carried out.

Reablement extra care service staff will not be withdrawn until new providers (where required) are in place.

Reablement Extra Care staff will remain on site providing day to day support and reassurance to tenants throughout the formal consultation process.

Reablement staff who know tenants well will carry out a robust handover to any successor providers.

What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decision makers need to be aware of?

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None

Any negative impacts that cannot be mitigated?

None

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3. Staff

Age

Describe here the considerations and concerns in relation to the programme/policy for the selected group.

Breakdown of staff in all five Extra Care homes by age group (Data from SAP 30th July 2022):

Age	%
13 - 19	0.00%
20 – 24	3.45%
25 – 29	0.00%
30 – 34	6.90%
35 – 39	3.45%
40 – 44	3.45%
45 – 49	13.79%
50 – 54	6.90%
55 – 59	20.69%
60 – 64	20.69%
65 – 69	3.45%
70 – 74	17.24%
75 +	0.00%

69% of reablement extra care staff are over 50 years old.

Describe here suggested mitigations to inform the actions needed to reduce inequalities.

Positive Impact

- The Council will seek to offer redeployment wherever possible to staff of all ages. This could provide wider work experiences for staff of all ages and positive opportunities for career changes.

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Negative Impact

- Older staff may find it harder to gain new employment.
- Experienced staff of all ages may find it difficult to obtain comparable terms and conditions in the independent sector.
- There may be an impact on pension benefits for older staff who may be nearing retirement - the Local government pension scheme is recognised as extremely good.

Describe here suggested mitigations to inform the actions needed to reduce inequalities

We will seek to redeploy staff of all ages wherever possible within the council.

We will signpost staff on how to access independent pension, financial and planning advice and assist with applying for other roles if required.

Through individual conversations we will seek input from staff about what they would find helpful, what their aspirations are and how they wish to be supported.

Staff will be fully engaged in a 30-day formal Consultation period; we will provide staff training where applicable and obtain input from staff.

Guidance will be provided by HR, Area Director Service Delivery.

What other changes is the council planning/already in place that may affect the same groups of staff? Are there any dependencies decision makers need to be aware of?

Closure of the in-house care homes for older people.

Any negative impacts that cannot be mitigated?

None.

Disability

Describe here the considerations and concerns in relation to the programme/policy for the selected group.

6.9% of the frontline work force have declared a disability (Data from SAP 30 July 2022).

Negative Impact

- There may be an impact on staff with a disability in finding alternative employment if they are reliance on public transport.
- Staff with a disability may find it more difficult to find alternative employment.
- Alternative employment opportunities may be affected by communication difficulties.
- Some staff may not want to disclose they have a disability.

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Positive Impact

- Staff may be able to find alternative employment in a setting which can make reasonable adjustments for their disability.

Describe here suggested mitigations to inform the actions needed to reduce inequalities.

Through individual conversations we will seek input from staff with a disability about what they would find helpful, what their aspirations are and how they wish to be supported.

We will support staff with a disability to redeploy within Surrey County Council at accessible locations where possible. People with a disability have priority in redeployment. We will support staff with the application process and make reasonable adjustments to facilitate interviews.

We will assist people to apply for 'Access to Work' for new employment.

Offer confidential one to one support sessions so that all staff can be assisted on an individual basis.

Assist with training and skills such as CV writing, job applications and interviews.

Guidance will be provided by HR, Area Director Service Delivery.

What other changes is the council planning/already in place that may affect the same groups of staff? Are there any dependencies decision makers need to be aware of?

Closure of the in-house care homes for older people.

Any negative impacts that cannot be mitigated?

Surrey County Council has good Terms and Conditions so there may be an impact on pensions and benefits for any staff with a disability, who are not redeployed.

None identified

Race

Describe here the considerations and concerns in relation to the programme/policy for the selected group.

14.81% of staff are recorded as being from an ethnic minority group (Data form SAP 30 July 2022)

Negative Impact

- Where English is not a first language or where staff have a lower level of language and literacy skills, future employment may be restricted.

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Describe here suggested mitigations to inform the actions needed to reduce inequalities.

We will support staff to redeploy within Surrey County Council where possible.

We will offer confidential, one to one support sessions so that all staff can be assisted on an individual basis.

Assist with training and skills such as CV writing, job applications and interviews.

Guidance will be provided by HR, Area Director Service Delivery.

What other changes is the council planning/already in place that may affect the same groups of staff? Are there any dependencies decision makers need to be aware of?

Closure of the in-house care homes for older people.

Any negative impacts that cannot be mitigated?

None identified.

Religion

Describe here the considerations and concerns in relation to the programme/policy for the selected group.

Declared Religion and Belief of Staff in all five Extra Care services(Data from SAP 30th July 2022):

Religion	%
Buddhist	0.00%
Christian – all faiths	20.69%
Hindu	0.00%
Jewish	0.00%
Muslim	0.00%
Sikh	0.00%
Any other Faith/Religion	0.00%

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Religion	%
No Faith / Religion	13.79%
Prefer Not to Say	3.45%
Not Stated	62.07%

Negative Impact

- There is a potential impact on routines and practices with a new employer - work pattern, holidays/days of worship, food, wearing a faith symbol and dress.

Describe here suggested mitigations to inform the actions needed to reduce inequalities.

We aim to support staff to redeploy within Surrey County Council where possible.

Being sensitive in the offer of redeployment around any adjustments in place.

Offer confidential one to one support sessions with HR present so that all staff can be assisted on an individual basis.

Assist with training and skills such as CV writing, job applications and interviews.

Guidance will be provided by HR, Area Director Service Delivery.

What other changes is the council planning/already in place that may affect the same groups of staff? Are there any dependencies decision makers need to be aware of?

Closure of the in-house care homes for older people.

Any negative impacts that cannot be mitigated?

None identified.

Sex

Describe here the considerations and concerns in relation to the programme/policy for the selected group.

Breakdown of staff by Gender in all five Extra Care homes (Data from SAP 30th July 2022):

100% of affected staff are female

Equality Impact Assessment

0% of affected staff are male

Positive Impact

- We will fully support staff, regardless of sex, to explore alternative roles within the council.

Negative Impact

- 100% of the workforce is female, many of whom work part time and have caring responsibilities. Any loss of flexible working could affect the whole family.

Describe here suggested mitigations to inform the actions needed to reduce inequalities.

We aim to redeploy staff within SCC wherever possible.

We will encourage hiring managers within SCC to be flexible with redeployment.

Help staff investigate flexibility of other employers and assist with applying for other roles if required.

Guidance will be provided by HR, Area Director Service Delivery.

What other changes is the council planning/already in place that may affect the same groups of staff? Are there any dependencies decision makers need to be aware of?

Closure of the in-house care homes for older people.

Any negative impacts that cannot be mitigated?

None identified.

4. Recommendation

Based your assessment, please indicate which course of action you are recommending to decision makers. You should explain your recommendation below.

- **Outcome One: No major change to the policy/service/function required.** This EIA has not identified any potential for discrimination or negative impact, and all opportunities to promote equality have been undertaken
- **Outcome Two: Adjust the policy/service/function** to remove barriers identified by the EIA or better advance equality. Are you satisfied that the proposed adjustments will remove the barriers you identified?
- **Outcome Three: Continue the policy/service/function** despite potential for negative impact or missed opportunities to advance equality identified. You will need to make sure the EIA clearly sets out the justifications for continuing with it. You need to consider whether there are:
 - Sufficient plans to stop or minimise the negative impact
 - Mitigating actions for any remaining negative impacts plans to monitor the actual impact.
- **Outcome Four: Stop and rethink the policy** when the EIA shows actual or potential unlawful discrimination. (For guidance on what is unlawful discrimination, refer to the [Equality and Human Rights Commission's guidance and Codes of Practice on the Equality Act](#) concerning employment, goods and services and equal pay).

Recommended outcome:

Recommending **Outcome One: No major change to the policy/service/function required.**

Explanation:

Any potential negative impact for residents and staff will be mitigated.

5. Action plan and monitoring arrangements

Insert your action plan here, based on the mitigations recommended.

Involve you Assessment Team in monitoring progress against the actions above.

Equality Impact Assessment

Item	Initiation Date	Action/Item	Person Actioning	Target Completion Date	Update/Notes	Open/ Closed
1	16Sept2022	Resident engagement, face to face resident meetings at all settings,	Extra Care project Team	Mid October 2022		Closed
		Identify dedicated locality team colleagues for support.	Commissioning team	June 2022		Closed
		Locality team to assess residents needs	Julie Williams and Michaela TooGood	November - December 2022		Open
		Dedicated commissioning disability team colleague allocated for support.	Sarah Ford	December 2021		Closed
		Face to face staff support during consultation period.	Claire King and Helen Lockett	23 September 2022		Closed
		Dedicated HR support for staff consultation	Helen Lockett	June 2022		
		Set up a dedicated inbox for residents and staff	Divash Patel	June 2022		Closed

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Item	Initiation Date	Action/Item	Person Actioning	Target Completion Date	Update/Notes	Open/ Closed
2	30November 2022	Gathered resident's feedback	Extra Care project team	October 2022		Open
		Share feedback with landlords	John Woodroffe	November 2022		Open
		Assess residents needs	Julie Willaims and Michaela TooGood	Nov-Dec2022		Open
		Provide support to impacted staff by facilitating shadowing opportunities in Reablement roles.	Claire King	Ongoing		Open
		Continue to provide 1-1 support to impacted staff	Claire King and Helen Lockett	Ongoing		Open
3	Jan –April 2023	Implementation of new structure at each settings	Extra Care project team	TBC		Open

6a. Version control

Equality Impact Assessment

Version Number	Purpose/Change	Author	Date
1	Initial Draft of EIA	Divash Patel & Claire King	16/02/2022
1.1	Redo data tables including source and date and update action plan – feedback received from Kathryn Pyper	Divash Patel & Claire King	18/10/2022
1.2	Feedback from Kathryn Pyper and refresh of data for residents impact by changes	Kathryn Pyper	14/03/2023

The above provides historical data about each update made to the Equality Impact Assessment.

Please include the name of the author, date and notes about changes made – so that you can refer to what changes have been made throughout this iterative process.

For further information, please see the EIA Guidance document on version control.

Equality Impact Assessment

6b. Approval

Secure approval from the appropriate level of management based on nature of issue and scale of change being assessed.

Approved by	Date approved
Head of Service	
Executive Director	
Cabinet Member	
Directorate Equality Group	3 April 2023

Publish:

It is recommended that all EIAs are published on Surrey County Council's website.

Please send approved EIAs to: **INSERT SHARED EMAIL ACCOUNT ADDRESS**

EIA author: Divash Patel & Claire King

6c. EIA Team

Name	Job Title	Organisation	Team Role
Kathryn Pyper	Chief of Staff	Surrey County Council	DEG Chair
Chris Weatherley-Hastings	Area Directory Service Delivery	Surrey County Council	Head of Service
Jade Campbell	Head of Integrated Reablement Services	Surrey County Council	Head of Reablement
Helen Lockett	HR People Consultant	Surrey County Council	HR
Claire King	Reablement Service Manager	Surrey County Council	Extra Care Lead

If you would like this information in large print, Braille, on CD or in another language please contact us on:

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Equality Impact Assessment

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