

## Equality Impact Assessment for the Mental Health Enabling Independence Team Restructure

### Did you use the EIA Screening Tool?

No as I understand an EIA is a requirement for the restructure.

## 1. Explaining the matter being assessed

### Is this 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 Enabling Independence Team (EIT) is part of the planned change in Phase 2 of the Adult Social Care (ASC) Mental Health (MH) Transformation Programme which has focussed on the development of the longer-term structure and service model. The initial phase has been subject to a previous Equality Impact Assessment (EIA).

In 2019 the Adults Leadership Team appointed the Social Care Institute of Excellence (SCIE) as an improvement partner to undertake a review of all reablement offers across Surrey, this included the EIT for Mental Health, the feedback overall was positive. The aim of recovery and maximising independence is at the core of this work along with the need to develop a strengths-based approach practice model. The EIT inhouse review picked up that there were operational issues with the current system of a hub and spoke model, challenges included confusion over roles/management within the spoke element and as the hub element covered a large geographical area this impacted on connections for a localised model of working.

The EIT service is a county wide offer within ASC mental health services for people who are ordinarily resident in Surrey. The service is free of charge and offers a short to moderate term intervention for people experiencing mental health difficulties and/or substance misuse issues, it is designed to address social care needs in their pathway of recovery using a strengths-based approach. The service utilises interventions based on prevention, recovery, and enablement with individuals.

The ambition of the service is to have a single front door into EIT and the mental health specialist reablement service based on an area model and using a strengths-based approach. The focus will continue to be for those with mental health and/or substance misuse needs.

Re-organising the EIT will enable us to provide a new clear structure for accountability and support across the service within 4 area locations (north west, south west, mid and east). There is the introduction of 4 new PS7 Senior Enabling Independence Worker roles who will support the new model at the area level and work alongside specialists MH reablement.

# Equality Impact Assessment

The rationale behind this decision is:

- The team is county wide and this provides an area focus.
- To ensure that the service has a clear professional identity in line with the rest of adult social care.
- To improve the outcomes for people and carers accessing ASC mental health services
- Clear and transparent governance arrangements
- Clear pathway for people who use the service
- Career development and opportunities for the workforce

The planned consultation is focussing on the EIT only (grades PS6, PS7, PS9 and PS11). The proposal is to re-organise the EIT to make it fit for purpose in line with the reorganisation within mental health and the wider Reablement programme. The proposals set out have been discussed in the structure and workforce group of the Adult Social Care Mental Health Transformation programme and the Mental Health Programme Board.

## **Changes to the service model / workforce structure:**

This is an internal re-organisation of the structure and working pathway. This will not affect people who use ASC mental health services, carers and Surrey residents are therefore not expected to be impacted by the proposals outlined above. More generally speaking the service ambition supported by the proposed new service model is to improve the outcomes for people and carers accessing these services.

## **How does your service proposal support the outcomes in the Community Vision for Surrey 2030?**

Specify which of the ten Vision outcomes this work is linked to.

- Everyone benefits from education, skills and employment opportunities that help them succeed in life.
- 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.
- Communities are welcoming and supportive, especially of those most in need, and people feel able to contribute to community life.

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

- County-wide

## **Assessment team**

People consulted and kept informed:

- The ASC Modernising Mental Health Programme Board and ASC leadership Team
- All ASC Mental Health staff directly involved in the restructure have been kept informed of proposed changes through staff forums, newsletters, team meetings and involvement in workstreams and have fed back on proposals and what is important to them.

## Equality Impact Assessment

- HR have been consulted during the preparation of the accompanying consultation document and in the determination of HR processes to be applied
- Trades Unions will be consulted as part of the process
- A formal 30-day consultation planned and conversations with individuals during that period in line with current HR legislation and SCC policies.
- The Reablement service as we are seeking closer working with a single access point for short to moderate MH interventions.

## 2. Service Users / Residents

### Who may be affected by this activity?

There are 9 protected characteristics (Equality Act 2010) to consider in your proposal. These are:

1. Age including younger and older people
2. Disability
3. Gender reassignment
4. Pregnancy and maternity
5. Race including ethnic or national origins, colour or nationality
6. Religion or belief including lack of belief
7. Sex
8. Sexual orientation
9. Marriage/civil partnerships

Though not included in the Equality Act 2010, Surrey County Council recognises that there are other vulnerable groups which significantly contribute to inequality across the county and therefore they should also be considered within EIAs. If relevant, you will need to include information on the following vulnerable.

- Members/Ex members of armed forces
- Adult and young carers\*
- Those experiencing digital exclusion\*
- Those experiencing domestic abuse\*
- Those with education/training (literacy) needs
- Those experiencing homelessness\*
- Looked after children/Care leavers\*
- Those living in rural/urban areas
- Those experiencing socioeconomic disadvantage\*
- Out of work young people)\*
- Adults with learning disabilities and/or autism\*
- People with drug or alcohol use issues\*
- People on probation
- People in prison
- Migrants, refugees, asylum seekers
- Sex workers
- Children with Special educational needs and disabilities\*
- Adults with long term health conditions, disabilities (including SMI) and/or sensory impairment(s)\*
- Older People in care homes\*
- Gypsy, Roma and Traveller communities\*
- Other (describe below)

# Equality Impact Assessment

This is an internal re-organisation and people who use ASC mental health services, carers and Surrey residents are therefore not expected to be directly impacted by the proposals outlined above. More generally speaking the service ambition supported by the proposed new service model is to improve the outcomes for people accessing these services.

## Disability

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

- This service change is to focus on people in Surrey with a lived experience of mental health and/or substance misuse needs. The aim is to have a positive impact for people with a mental health and/or substance misuse with a personalised and localised approach with experienced staff adopting strengths based working.
- This is part of the Mental Health overall restructure. There are also plans for close working with reablement who are developing a specialist mental health service which will improve services for this group.

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

- This service change is intended to have a positive impact for those residents with mental health needs by the service being localised area based.

**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?**

- Adult Social Care is very much involved with the wider Surrey Mental Health Improvement programme, with continued joint work with SABP and Clinical Commissioning Group colleagues to improve hospital pathways and flow.

**Any negative impacts that cannot be mitigated?**

NA

## 3. Staff

### Age

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

- **Workforce MH data (as of September 2021):**Age: 34% are aged 50 – 59; 14% are aged 60+
- Whilst there may be a change to the contractual office base for some staff this may also provide the opportunity for staff of all ages to work more flexibly and optimise mobile working opportunities. However, we do recognise that any change to a contract can cause anxiety for some workers.

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

- SCC has shifted towards agile working where “employees have the autonomy and empowerment to choose where and when they work, in line with the business need; employees and managers alike focus on results and performance based on outcomes”. SCC’s Agile Working policy provides more staff with the opportunity to work more flexibly.
- Ensure staff have the tools and training to maximise opportunities for agile working and to consider any specific challenges for individual members of staff re more agile ways of working.
- Where there may be particular issues for individuals regarding changes to geographic / contractual base, these decisions will be taken after individual consultation to understand individual circumstances in line with the application of Council policies to support agile working objectives.
- Throughout the consultation and implementation phases, there will on-going support through training and supervision once in post. Teams have already moved towards more agile working – this has been necessitated by the current pandemic.

**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?**

NA

**Any negative impacts that cannot be mitigated?**

NA

# Equality Impact Assessment

## Disability

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

- Data for the ASC Mental Health workforce cohort – 5.6% identify as having a disability.
- Change in manager and anxiety related to this uncertainty and to adjusting to that change, may adversely impact more on those with a known disability and those who have chosen not to disclose a disability.
- Change in workplace may impact staff with a disability who will need to consider accessibility etc for any hub bases.

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

- The management team will continue to engage with affected staff regarding the proposed changes and to understand any impact on individuals with a disability. 1:1's will explore wellbeing to identify any transitional support needs for staff with a disability.
- HR have been consulted during the preparation of the accompanying consultation document and in the determination of HR processes to be applied. This includes Trades Unions being consulted as part of the process and a formal 30-day consultation and conversations with individuals.

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

- Council's agile office estate will impact upon all staff.

**Any negative impacts that cannot be mitigated?**

NA

## Pregnancy and Maternity

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

- Staff on maternity leave may not be kept informed in a timely way which may in turn impact on their ability to take advantage of any opportunities that arise. Staff may feel remote from the communications and discussions taking place.

# Equality Impact Assessment

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

- Managers to ensure that all their staff, including those on maternity leave, are kept informed in a timely way throughout the process.

**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?**

NA

**Any negative impacts that cannot be mitigated?**

NA

## Sexual Orientation

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

- Data for the ASC Mental Health workforce cohort – 42% either did not disclose or preferred not to say; 3% identified as LGBTQ.
- An employee may or may not choose to disclose their sexuality and may feel anxious about the process of disclosing their sexual orientation with a new manager.

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

- Individual consultation and wellbeing discussions with staff will help to identify any mitigation needed to avoid any adverse impact. HR advisors will be available and Council policies will be applied to support affected staff.
- There will ongoing consultation.
- Learning from previous realignment processes.

**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?**

NA

**Any negative impacts that cannot be mitigated?**

NA



# Equality Impact Assessment

## Carers

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

- SAP does not hold data on Carers as caring records (and personal situations) can change over time.
- Staff Gender: 79% are female; 21% are male
- Staff with caring responsibilities (of which the majority may be female) may feel adversely impacted by a move to a workplace further away from home than their current contractual base.
- Some staff may be advantaged by the ability to work nearer to their home address.

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

- SCC has shifted towards agile working where “employees have the autonomy and empowerment to choose where and when they work, in line with the business need; employees and managers alike focus on results and performance based on outcomes”.
- SCC’s Agile Working policy provides more staff with the opportunity to work more flexibly.
- Need to consider staff feedback and learning from previous realignment processes.
- Ensure staff have the tools and training to maximise opportunities for agile working and to consider any specific challenges for individual members of staff re more agile ways of working.
- Where there may be particular issues for individuals re changes to geographic / contractual base, decisions will be taken after individual consultation to understand individual circumstances, with continued application of Council policies to support agile working objectives.

**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?**

NA

**Any negative impacts that cannot be mitigated?**

NA

## 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:

Outcome one:

**Explanation:** This is a restructure and pathway change, but this will not impact people who use services. Any potential negative impact for staff will be mitigated.

# Equality Impact Assessment

## 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.

Item	Initiation Date	Action/Item	Person Actioning	Target Completion Date	Update/Notes	Open/Closed
1	Feb 22	Audit that staff understand agile working arrangements and tools	TM	April 22		
2	Feb 22	Consultation with individual conversations with staff with a protected characteristic to ensure any issues are understood and addressed	SM	5 April 2022		
3	Feb 22	Access to HR and employee support	Consultation	5 April 2022		
4	Feb 22	Staff on maternity leave are engaged throughout the process	Consultation	5 April 2022		

# Equality Impact Assessment

## 6a. Version control

Version Number	Purpose/Change	Author	Date
1	EIT restructure	Caroline Hewlett	3 Feb 2022
2	Feedback from Kathryn Pyper, Chair, ASC Directorate Equalities Group (DEG)	Caroline Hewlett	8 Feb 2022

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/Liz Uliasz	10 Feb 2022
Executive Director	
Cabinet Member	
Directorate Equality Group	8 Feb 2022

### 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:

## 6c. EIA Team

Name	Job Title	Organisation	Team Role
Caroline Hewlett	Senior Manager (MH)	SCC Adult Social Care	EIA lead

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

Tel: 03456 009 009

Textphone (via Text Relay): 18001 03456 009 009

SMS: 07860 053 465

Email: [contactcentre@surreycc.gov.uk](mailto:contactcentre@surreycc.gov.uk)