

Equality Impact Assessment

Consultation on the future of the Service Delivery Central Team and proposals for the restructure of the Reablement Central Team

Question	Answer
Did you use the EIA Screening Tool? (Delete as applicable)	No

1. Explaining the matter being assessed

Question	Answer
What policy, function or service change are you assessing?	<p>A Consultation is taking place regarding the future of the Service Delivery Central team and to make some changes to the Reablement Central team. This is because of the substantial reduction in the number of CQC services being run by Service Delivery. The number of CQC registrations will have fallen from 17 in April 2019 to 7 services by the end 2023. The number of staff employed by Service Delivery has decreased from just under 1,200 staff in April 2019 to, an estimated 450 staff by the end of 2023.</p> <p>The consultation proposes that:</p> <ul style="list-style-type: none">• the Service Delivery Central Team will no longer be required as a separate team in the Adult Social Care Directorate,• any posts that continue to be required will sit in another part of Adult Social Care and will have a change of management and reporting structure,• any posts that are considered to be part of any, planned and future, ASC reviews will transfer to a different line management structure until such time as that review takes place,• some changes are made to the Reablement Central team,• the quality assurance of the in-house services, from a provider perspective, will be undertaken by the ASC Quality Assurance team,

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Question	Answer
<p>Why does this EIA need to be completed?</p>	<p>Assessing the impact of these changes on staff with 'protected characteristics' is an important part of our compliance with duties under the Equality Act 2010.</p> <p>Staff may:</p> <ul style="list-style-type: none"> - find it challenging to find alternative employment - have caring responsibilities - have disabilities - become pregnant or become new parents
<p>Who is affected by the proposals outlined above?</p>	<p>Staff in the following roles within Service Delivery are affected:</p> <ul style="list-style-type: none"> • Area Director Service Delivery x 1 • Head of Integrated Reablement x 1 • Senior Manager for Older People Services x 2 • Senior Manager for PLD services x 1 • Area Support Manager for Older People Services x 2 • Lead Project Manager x 1 • Workforce Engagement and Communication Officer x 1 • Quality Assurance Manager x 1 • Business Support Manager x1 • Safeguarding advisor x 1 • Resource advisors x 2 • Business Support and Information Officer x 1 • Senior Personal Assistant x 1 • Business Support Coordinator x 1 • Business Support Assistant x 1 <p>Others impacted:</p> <ul style="list-style-type: none"> • Deputy Executive Director for Integration and Health • Reablement Service Manager x 2 • Therapy Manager Reablement x 1 • Resource and Finance Manager x 1 • Reablement Digital Business Assistant x 1 • ASC Senior Business Support Manager • Guildford and Waverley Area Finance Manager <p>Where the term 'staff' is used in this document it applies to full time and part time staff and includes those who are on fixed term contracts or are bank staff.</p>

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Question	Answer
<p>How does your service proposal support the outcomes in the Community Vision for Surrey 2030?</p>	<p>Everyone gets the health and social care support and information they need at the right time and place.</p>
<p>Are there any specific geographies in Surrey where this will make an impact?</p>	<ul style="list-style-type: none"> • Countywide
<p>Briefly list what evidence you have gathered on the impact of your proposals</p>	<p>Service Delivery provides in-house care services for adults on behalf of Surrey County Council. These services are registered and regulated by the Care Quality Commission (CQC) and the Nominated Individual with CQC is the Area Director for Service Delivery.</p> <p>These services are:</p> <ul style="list-style-type: none"> • Learning Disability Supported Living Services in Burpham, Walton on Thames and Molesey • A short break learning disability service in Burpham. • Reablement Services across Surrey • A service that provides care and support into prisons is based at Quadrant Court. This service sits in Mental Health Services but has a 'dotted line' of accountability to the CQC Nominated Individual in Service Delivery <p>In addition, a number of services are in the process of closing or stopping provision of the following services by the end of 2023:</p> <ul style="list-style-type: none"> • 2 care homes for Older People, Abbeywood and Barnfield • 1 care home for adults with learning disabilities, Arundel (pending Cabinet decision in June) • 24 hour support to individuals in 'extra care' services run by 2 district and borough councils and 2 housing associations in North West and South West Surrey <p>The Service Delivery Central team provides management and other support to all the in house CQC registered services to ensure that they meet the requirements of the CQC and other legislation.</p>

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2. Service Users / Residents

There are 10 protected characteristics 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
10. Carers protected by association

Though not included in the Equality Act 2010, Surrey County Council recognises that socio-economic disadvantage is a significant contributor to inequality across the County and therefore regards this as an additional factor.

Therefore, if relevant, you will need to include information on this. Please **refer to the EIA guidance** if you are unclear as to what this is.

These service changes do not impact Service Users and Residents, as other structures will be in place to ensure that the requirements of CQC and other legislation are met, and therefore section 2 of the EIA is not applicable.

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3. Staff

1. Age

Question	Answer
What information (data) do you have on affected staff with this characteristic?	No data is provided regarding the age of this staff group affected due to the small numbers involved and individuals potentially being identifiable.
Impacts (Delete as applicable)	Both positive and negative impacts.

Impacts identified for Age	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?

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Impacts identified for Age	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p>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.</p>	<p>Surrey CC Redeployment Policy.</p> <p>Surrey CC Change Management Policy</p>	<p>Fully support staff to explore alternative roles within the council. Fully engage staff in Staff Consultation, provide staff training where applicable and obtain input from staff on their training needs.</p>	<p>This will be implemented following the response to the staff consultation.</p>	<p>Guidance provided by HR.</p> <p>Director of Integrated Commissioning.</p>
<p>Negative Impact Older staff may find it harder to gain new employment.</p>	<p>Workers over 50 are more likely to experience long-term unemployment than other age groups. (2021 ONS for Restless)</p>	<p>Seek input from staff about what they would find helpful, what their aspirations are and how they wish to be supported.</p> <p>Try to redeploy staff wherever possible. Assist with training and skills such as CV writing, job applications and interviews.</p>	<p>This will be implemented following the response to the staff consultation.</p>	<p>Guidance provided by HR.</p> <p>Director of Integrated Commissioning.</p>

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Impacts identified for Age	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p>Negative Impact Older staff may not have worked elsewhere so do not have experience of applying for roles.</p>	<p>Internal Surrey CC staff records.</p>	<p>Assist staff with writing CVs and provide interview training.</p>	<p>This will be implemented following the response to the staff consultation.</p>	<p>Guidance provided by HR. Director of Integrated Commissioning.</p>
<p>Negative Impact Experienced staff of all ages may find it difficult to obtain comparable terms and conditions in the independent sector.</p>	<p>Surrey County Council (SCC) offers a good pension scheme, and has good annual leave and enhancements policies.</p>	<p>Try to redeploy staff wherever possible. Assist with training and skills such as CV writing, job applications and interviews.</p>	<p>This will be implemented following the response to the staff consultation.</p>	<p>Guidance provided by HR. Director of Integrated Commissioning.</p>
<p>Negative Impact Impact on pension benefits for older staff who may be nearing retirement.</p>	<p>Local government pension scheme recognised as extremely good.</p>	<p>Try to redeploy staff wherever possible. Signpost staff on how to access independent pension, financial and planning advice and assist with applying for other roles if required.</p>	<p>This will be implemented following the response to the staff consultation.</p>	<p>Guidance provided by HR. Director of Integrated Commissioning.</p>

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Question	Answer
<p>What other changes is the council planning/already in place that may affect the same groups of staff? Are there any dependencies decisions makers need to be aware of</p>	<p>A number of in-house services, that are supported and managed by this group of staff, are in the process of closing by the end of 2023. Adult Social Care is undertaken a workforce review, which is being led by Liz Uliasz, Chief Operating Officer.</p>

Question	Answer
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>	<p>SCC has good Terms and Conditions so there may be an impact on pensions and benefits for any staff, who are not redeployed.</p>

2. Disability

Question	Answer
<p>What information (data) do you have on affected staff with this characteristic?</p>	<p>No data is provided regarding disabilities for the staff group affected due to the small numbers involved and individuals potentially being identifiable. It is important to recognise that disabilities may not be obvious.</p>
<p>Impacts (Delete as applicable)</p>	<p>Negative impacts.</p>

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Impacts identified for Disability.	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?
<p>Negative Impact Impact of seeking alternative employment if there is a reliance on public transport for staff with a disability, or new employers may find it difficult to make reasonable adjustments.</p>	It is recognised that it is generally difficult to use public transport to travel across Surrey.	Support staff to redeploy within SCC at accessible locations where possible. People with a disability have priority in redeployment. Support staff with application process, make reasonable adjustments to interviews. Assist people to apply for 'Access to Work' for new employment.	This will be implemented following the response to the staff consultation.	Guidance provided by HR. Director of Integrated Commissioning.

Question	Answer
<p>What other changes is the council planning/already in place that may affect the same groups of staff? Are there any dependencies decisions makers need to be aware of</p>	<p>A number of in-house services, that are supported and managed by this group of staff, are in the process of closing by the end of 2023.</p> <p>Adult Social Care is undertaken a workforce review, which is being led by Liz Uliasz, Chief Operating Officer</p>

Question	Answer
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>	It is recognised that it is generally difficult to use public transport to travel across Surrey.

3. Pregnancy and Maternity

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Question	Answer
What information (data) do you have on affected staff with this characteristic?	As of 09 June 2023 none of the affected workforce are on maternity or paternity leave but this could change at any time.
Impacts (Delete as applicable)	Both positive and negative impacts.

Impacts identified for Pregnancy and Maternity	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?
Positive Impact Staff on maternity leave have priority status in the redeployment process.	Surrey CC Redeployment policy.	Ensure any staff who may be on maternity or paternity leave are kept informed at each stage of the process and they are aware of their rights under the redeployment programme.	This will be implemented following the response to the staff consultation.	Guidance provided by HR. Director of Integrated Commissioning.

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Impacts identified for Pregnancy and Maternity	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p>Negative Impact The impact of stress and anxiety during pregnancy.</p>	<p>Too much stress for the mother affects the baby through amniotic fluid (2017)</p>	<p>Keep in regular contact with pregnant staff and ensure they know what is happening and when.</p> <p>Make adjustments to enable staff to participate to the extent they wish to.</p> <p>Arrange 'Keeping in Touch' days where appropriate.</p>	<p>This will be implemented following the response to the staff consultation.</p>	<p>Guidance provided by HR.</p> <p>Director of Integrated Commissioning.</p>
<p>Negative Impact Maternity benefits in the independent sector may not be as favourable for staff as in local authorities.</p>	<p>UK Government Maternity pay and leave (Accessed 17 December 2021).</p>	<p>Ensure redeployment is managed in accordance with the change management policy. Ensure staff are aware of their statutory rights with regards to maternity pay.</p>	<p>This will be implemented following the response to the staff consultation.</p>	<p>Guidance provided by HR.</p> <p>Director of Integrated Commissioning.</p>

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Impacts identified for Pregnancy and Maternity	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p>Negative Impact Staff on maternity/paternity leave may feel isolated or uninformed about the process.</p>	n/a	<p>Ensure staff on maternity or paternity leave are kept informed at each stage of the process. Provide the same level of support and training as staff at work. Be flexible in offering this support.</p> <p>Make adjustments to enable staff to participate to the extent they wish to.</p> <p>Arrange 'Keeping in Touch' days where appropriate.</p>	This will be implemented following the response to the staff consultation.	<p>Guidance provided by HR.</p> <p>Director of Integrated Commissioning.</p>

Question	Answer
<p>What other changes is the council planning/already in place that may affect the same groups of staff? Are there any dependencies decisions makers need to be aware of</p>	<p>A number of in-house services, that are supported and managed by this group of staff, are in the process of closing by the end of 2023.</p> <p>Adult Social Care is undertaken a workforce review, which is being led by Liz Uliasz, Chief Operating Officer</p>

Question	Answer
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>	<p>Maternity benefits in the independent sector may not be as favourable for staff as in local authorities.</p> <p>Staff may not be entitled to maternity/paternity pay at their new place of work.</p>

4. Race

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Question	Answer
What information (data) do you have on affected staff with this characteristic?	No data is provided regarding race for the staff group affected due to the small numbers involved and individuals potentially being identifiable.
Impacts (Delete as applicable)	Negative impacts.

Impacts identified for Race	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?
Negative Impact Where English is not a first language or where staff have a lower level of language and literacy skills, future employment opportunities may be restricted.	-	Support to redeploy within SCC where possible. 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.	This will be implemented following the response to the staff consultation.	Guidance provided by HR. Director of Integrated Commissioning.

Question	Answer
What other changes is the council planning/already in place that may affect the same groups of staff?	A number of in-house services, that are supported and managed by this group of staff, are in the process of closing by the end of 2023.

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Question	Answer
Are there any dependencies decisions makers need to be aware of	Adult Social Care is undertaken a workforce review, which is being led by Liz Uliasz, Chief Operating Officer

Question	Answer
Any negative impacts that cannot be mitigated? Please identify impact and explain why	None identified.

5. Religion and Belief

Question	Answer
What information (data) do you have on affected staff with this characteristic?	No data is provided regarding religion and belief for the staff group affected due to the small numbers involved and individuals potentially being identifiable.
Impacts (Delete as applicable)	Negative

Impacts identified for Religion and Belief	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?

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Impacts identified for Religion and Belief	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p>Negative Impact Potential impact on routines and practices with a new employer - work pattern, holidays/days of worship, food, wearing a faith symbol and dress.</p>	<p>SCC recognises and respects the diverse nature of staff including religion and belief. This may not be recognised or respected in other employment settings.</p>	<p>Support to redeploy within SCC where possible.</p> <p>Being sensitive in the offer of redeployment around any adjustments in place.</p> <p>Offer confidential one to one support sessions so that all staff can be assisted on an individual basis.</p> <p>Assist with training and skills such as CV writing, job applications and interviews.</p>	<p>This will be implemented following the response to the staff consultation.</p>	<p>Guidance provided by HR.</p> <p>Director of Integrated Commissioning.</p>

Question	Answer
<p>What other changes is the council planning/already in place that may affect the same groups of staff? Are there any dependencies decisions makers need to be aware of</p>	<p>A number of in-house services, that are supported and managed by this group of staff, are in the process of closing by the end of 2023. Adult Social Care is undertaken a workforce review, which is being led by Liz Uliasz, Chief Operating Officer</p>

Question	Answer
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>	<p>SCC recognises and respects the diverse nature of staff including religion and belief. This may not be recognised or respected in other employment settings.</p>

6. Sex

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Question	Answer
What information (data) do you have on affected staff with this characteristic?	As of 09 June 2023, approximately 80% of staff impacted are female and 20% of the staff impacted are male.
Impacts (Delete as applicable)	Negative impacts.

Impacts identified for Sex	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?

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Impacts identified for Sex	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p>Negative Impact The majority of the workforce is female some of whom work part time. The loss of flexible working could affect the whole family (also see 'carer' characteristic below)</p>	<p>Knowledge of the staff team.</p>	<p>Try to redeploy staff wherever possible.</p> <p>Encourage hiring managers within SCC to be flexible with redeployment.</p> <p>Help staff investigate flexibility of other employers and assist with applying for other roles if required.</p>	<p>This will be implemented following the response to the staff consultation.</p>	<p>Guidance provided by HR.</p> <p>Director of Integrated Commissioning.</p>

Question	Answer
<p>What other changes is the council planning/already in place that may affect the same groups of staff? Are there any dependencies decisions makers need to be aware of</p>	<p>A number of in-house services, that are supported and managed by this group of staff, are in the process of closing by the end of 2023. Adult Social Care is undertaken a workforce review, which is being led by Liz Uliasz, Chief Operating Officer</p>

Question	Answer
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>	<p>None identified.</p>

7. Marriage and Civil Partnerships

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Question	Answer
What information (data) do you have on affected staff with this characteristic?	No data is provided regarding marriage or civil partnerships for the staff group affected due to the small numbers involved and individuals potentially being identifiable.
Impacts (Delete as applicable)	Negative impacts.

Impacts identified for Marriage and Civil Partnerships	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?
Negative Impact Where couples / family members are employed in the same team there may be an impact on income and re-employment may impact on care responsibilities.		Try to redeploy staff wherever possible. Assist with applying for other roles if required.	This will be implemented following the response to the staff consultation.	Guidance provided by HR. Director of Integrated Commissioning.

Question	Answer
What other changes is the council planning/already in place that may affect the same groups of staff? Are there any dependencies decisions makers need to be aware of	A number of in-house services, that are supported and managed by this group of staff, are in the process of closing by the end of 2023. Adult Social Care is undertaken a workforce review, which is being led by Liz Uliasz, Chief Operating Officer

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Question	Answer

Question	Answer
Any negative impacts that cannot be mitigated? Please identify impact and explain why	None identified.

8. Carers

Question	Answer
What information (data) do you have on affected staff with this characteristic?	No data is provided regarding caring responsibilities for the staff group affected due to the small numbers involved and individuals potentially being identifiable.
Impacts (Delete as applicable)	Negative

Impacts identified for Carers	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?

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Impacts identified for Carers	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p>Negative Impact There will be members of the workforce that have caring responsibilities which may restrict alternative employment opportunities due to hours of availability and restricted locations.</p>	<p>Knowledge of staff team.</p>	<p>Ensure all roles within the redeployment pool are explored with staff members even if the role is dissimilar to their existing role.</p> <p>Assist staff with CV writing workshops and interview preparation skills.</p>	<p>This will be implemented following the response to the staff consultation.</p>	<p>Guidance provided by HR.</p> <p>Area Director Service Delivery.</p>
<p>Negative Impact Redeployment opportunities are less if staff are restricted to where they work because of caring responsibilities.</p>	<p>Some of the team may live near to their place of work or mainly work from home.</p>	<p>Ensure all roles within the redeployment pool are explored with staff members even if the role is significantly different to their existing job.</p>	<p>This will be implemented following the response to the staff consultation.</p>	<p>Guidance provided by HR.</p> <p>Area Director Service Delivery.</p>
<p>Negative Impact Other employers may not offer the flexibility with working patterns and reasonable adjustments for carers that SCC offers.</p>	<p>Knowledge of local job market.</p>	<p>n/a</p>	<p>This will be implemented following the response to the staff consultation.</p>	<p>Commissioning and Area Director Service Delivery.</p>

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Question	Answer
<p>What other changes is the council planning/already in place that may affect the same groups of staff? Are there any dependencies decisions makers need to be aware of</p>	<p>A number of in-house services, that are supported and managed by this group of staff, are in the process of closing by the end of 2023. Adult Social Care is undertaken a workforce review, which is being led by Liz Uliasz, Chief Operating Officer</p>

Question	Answer
<p>Any negative impacts that cannot be mitigated? Please identify impact and explain why</p>	<p>Other employers may not offer the flexibility with working patterns that SCC offers. SCC has no influence on other employers' terms and conditions.</p>

. Amendments to the proposals

CHANGE	REASON FOR CHANGE
<p>What changes have you made as a result of this EIA?</p>	<p>Why have these changes been made?</p>
<p>No changes</p>	<p>No changes</p>

5. Recommendation

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

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Outcome Number	Description	Tick
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: <ul style="list-style-type: none"> • 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).	

Question	Answer
Confirmation and explanation of recommended outcome	Any potential negative impacts can be mitigated.

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6a. Version control

Version Number	Purpose/Change	Author	Date
0.1	-	Chris Hastings	09/06/2023
0.2	Input on behalf of Directorate Equalities Group	Chris Hastings	03/07/2023

The above provides historical data about each update made to the Equality Impact Assessment. Please do include the name of the author, date and notes about changes made – so that you are able to refer back to what changes have been made throughout this iterative process. For further information, please see the EIA Guidance document on version control.

6b. Approval

Approved by*	Date approved
Head of Service	09/06/2023
Executive Director	
Cabinet Member	
Directorate Equality Group	03/07/23

EIA Author	Chris Hastings
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[*Secure approval from the appropriate level of management based on nature of issue and scale of change being assessed.](#)

6c. EIA Team

Equality Impact Assessment

Name	Job Title	Organisation	Team Role

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

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