

## D: Equality Impact Assessment

### 1. Topic of assessment

<b>EIA title:</b>	Restructure of Adults Social Care - Commissioning
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<b>EIA author:</b>	John Steele
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### 2. Approval

	<b>Name</b>	<b>Date approved</b>
<b>Approved by</b>	Mike Boyle Assistant Director, Transformation and Commissioning, Adult Social Care	16/05/2019
	Directorate Equalities Group	24/06/2019

### 3. Quality control

<b>Version number</b>	1.0	<b>EIA completed</b>	
<b>Date saved</b>		<b>EIA published</b>	

### 4. EIA team

<b>Name</b>	<b>Job title (if applicable)</b>	<b>Organisation</b>	<b>Role</b>
Amanda Crouzen	HR Consultant	Surrey County Council	HR Consultant
John Steele	Interim Programme Manager Market Management	Surrey County Council	Project Manager

Mike Boyle	Assistant Director, Transformation and Commissioning, Adult Social Care	Surrey County Council	Project Sponsor
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## 5. Explaining the matter being assessed

<b>What policy, function or service is being introduced or reviewed?</b>	<p>Following a recent Local Government Association (LGA) peer review, the limited strategic commissioning capacity and thinking within Adult Social Care was highlighted as an issue.</p> <p>The present commissioning function was also described as fragmented and unable to deliver the significant financial and operational transformation required to meet the changing needs of local people.</p> <p>To address the issues raised by the peer review a restructure of the Commissioning Function within Adult Social Care (ASC) has been recommended, which includes setting up a centralised Adult Social Care commissioning function.</p> <p>This EIA assesses the Impact of restructuring the current fragmented ASC commissioning function to a centralised commissioning function.</p>
<b>What proposals are you assessing?</b>	The impact of setting up a centralised Adult Social Care commissioning function across a range of service areas within Adult Social Care, with the aim of addressing the current fragmented structure and delivering strategic leadership.
<b>Who is affected by the proposals outlined above?</b>	Senior Commissioning Managers, Commissioning Managers and some staff who may be managed by a different manager or from a different location

## 6. Sources of information

- a) The Deputy Director ASC and the Head of Resources ASC
- b) All Commissioning Staff directly involved in the realignment have been engaged in establishing the proposed changes.
- c) HR have been consulted during the preparation of the accompanying consultation document and in the determination of HR processes to be applied
- d) Trades Unions will be consulted as part of the process
- e) 30 day consultation and conversations with individuals during that period

### Data used

- SAP OM and local management information
- Staff and customer feedback
- Learning from previous realignment processes
- Learning from LGA peer to peer review

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

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence														
<b>Age</b>	<p>By creating a centralised team of commissioners there will be greater Strategic commissioning focus on client groups, making the team more responsive to the age and changing needs of the market.</p> <p>The greater strategic leadership is critical in ensuring that residents receive the right level of care in the right place and in the right time.</p> <p>The Commissioners will be able to work with the wider social care market place (providers) developing delivery models meet the needs of the population ensuring services are age appropriate</p>	<p>The realignment may fail to deliver the anticipated benefits. However the current level of support to residents and service users is unlikely to reduce below its current level.</p>	<p>The number of individuals supported by Adult Social Care is shown below, broken down by age range: Open ASC cases (August 2018)</p> <table data-bbox="1442 703 1832 970"> <tr> <td>18 to 54</td> <td>6,417</td> </tr> <tr> <td>55 to 64</td> <td>3,083</td> </tr> <tr> <td>65 to 74</td> <td>3,139</td> </tr> <tr> <td>75 to 84</td> <td>4,408</td> </tr> <tr> <td>85 to 99</td> <td>5,687</td> </tr> <tr> <td>100+</td> <td>155</td> </tr> <tr> <td></td> <td>22,889</td> </tr> </table>	18 to 54	6,417	55 to 64	3,083	65 to 74	3,139	75 to 84	4,408	85 to 99	5,687	100+	155		22,889
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<b>Disability</b>	<p>There will be disability specialists for OP, LD, and MH and thus greater capacity to ensure appropriate services are commissioned to meet the needs of these client groups.</p>	<p>As above</p>	<p>Individuals supported by Adult Social Care by primary reason for support are listed below.</p> <p>Open ASC cases as at Aug 2018</p>														

			Learning Disability Support 3,945 Mental Health Support 1,708 Physical Support - Access and Mobility Only 1,499 Physical Support - Personal Care Support 9,521 Sensory Support - Support for Dual Impairment 47 Sensory Support - Support for Hearing Impairment 207 Sensory Support - Support for Visual Impairment 162 Social Support - Asylum Seeker Support 1 Social Support - Substance Misuse Support 66 Social Support - Support for Social Isolation / Other 278 Social Support - Support to Carer 4,200 Support with Memory and Cognition 1,255  22,889
<b>Gender reassignment</b>	No significant impact	No significant impact	
<b>Pregnancy and maternity</b>	No significant impact	No significant impact	
<b>Race</b>	As above plus- A centralised commissioning team will be able to provide a county wide perspective ensuring that services are available,	A centralised team may lose the local knowledge around the local	

	that meet the needs of a culturally diverse population	population, including BAME	
<b>Religion and belief</b>	No significant impact	No significant impact	
<b>Sex</b>	No significant impact	No significant impact	
<b>Sexual orientation</b>	No significant impact	No significant impact	
<b>Marriage and civil partnerships</b>	No significant impact	No significant impact	
<b>Carers<sup>1**</sup></b>	The centralised team will promote a more strategic focus upon carers through a carers commissioning strategy and whole family approach.		<p>The number of carers known to ASC is as follows:</p> <p style="text-align: right;"><b>Number of carers known to ASC as at August 2018<sup>2</sup></b>      3,865</p> <p>Based on the 2011 Census and population projections, the number of carers in Surrey is projected to increase to 124,176 by 2025. An increase is projected in all age groups but the biggest increase is projected for carers aged 65 and over. Of those, 11% are projected to be 85 or over.</p> <p>Based on the 2011 Census and population projections, it is estimated that there are higher numbers of female carers in Surrey. The proportion is the highest in the 16-64 age group, where 60% of carers are female. This increases to 67% in that age group where they are caring for 50 or more hours per week. The 85+ age group is an exception to this, however, as the majority of carers (57%) are</p>

<sup>1</sup> 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.'

<sup>2</sup> ASC LAS system [accessed 6 August 2018, includes Carers and Carers who also use services]

			<p>male. This increases to 58% for carers aged 85 and over who are caring for more than 20 hours per week.</p> <p>The 'Healthy Lives Healthy People' 2010 report stated that carers who care for 50 hours a week or more are 80% more likely to have health impacts. It also stated that carers providing 20 hours per week or more are likely to sustain a physical injury such as back strain.<sup>3</sup> The ADASS report '<u>Economic Case for Local Investment in Carers Support</u>' refers to the Department of Health's 'Impact Assessment on the Care Bill' and concludes that 'each pound spent on supporting carers would save councils £1.47 on replacement care costs and benefit the wider health system by £7.88'.<sup>4</sup></p>
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#### 7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	• Evidence
Age	1. Some staff may benefit from working in a different location. This may impact positively on their work life balance, reduce travel costs	1. Some staff with protected characteristics may be required to work from different locations which they may feel negatively impacts their work life balance or increases travel costs..	37.6 FTE ASC staff members will be affected by the change, of whom 40% are male and 40% are female. The remaining 20% of posts are currently vacant

	<p>or help with any caring responsibilities</p> <p>2. Some staff may experience a change in line manager. This may have a positive impact in terms of building new relationships for staff with protected characteristics.</p> <p>3. Increased personal development opportunities through the sharing of collective knowledge and the opportunity for staff with protected characteristics to work in other disciplines of the service;</p> <p>4. Provides the opportunity for staff with protected characteristics to work more flexibly and take up mobile working.</p>	<p>2. Some staff with protected characteristics may experience a change in line manager. This may have an adverse impact, in terms of creating a level of uncertainty while adjusting to that change.</p> <p>3. Some staff with protected characteristics will be required to interview for posts which may cause uncertainty. Some may not be successful.</p> <p>4. Some staff with protected characteristics may not get their preference which may cause stress and uncertainty.</p> <p>5. Some staff with protected characteristics may not want, or may not have the capacity, to learn new skills required for their role.</p> <p>6. Some staff may have protected characteristics they do not wish to disclose and they could experience a negative impact which cannot be foreseen or support provided.</p>	
Disability	Same as for age	Same as for age	As above
Gender assignment	Same as for age	Same as for age	As above



Pregnancy & maternity	Same as for age	<ol style="list-style-type: none"> <li>1. Same as for age</li> <li>2. 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</li> </ol>	As above
Race	Same as for age	Same as for age	As above
Religion & belief	Same as for age	Same as for age	As above
Sex	Same as for age	Same as for age	As above
Sexual orientation	Same as for age	<ol style="list-style-type: none"> <li>1. Same as for age</li> <li>2. 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</li> </ol>	As above
Marriage & civil partnerships	Same as for age	Same as for age	As above
Carers	Same as for age	<ol style="list-style-type: none"> <li>1. Same as for age</li> <li>2. 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</li> </ol>	As above

## 8. Amendments to the proposals

Change	Reason for change
No changes proposed at this stage	

## 9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
<b>STAFF – Positive impact</b>			
1. Some staff may benefit from working in a different location. This may impact positively on their work life balance, reduce travel costs or help with any caring responsibilities	Preferences will be sought and decisions will be taken after individual consultation to understand individual circumstances, with continued application of Council policies to support smarter working objectives.	Throughout the consultation and implementation phases	Project Sponsor
2. Some staff may experience a change in line manager. This may have a positive impact in terms of building new relationships for staff with protected characteristics.	New line managers to provide opportunities for new staff to meet and review progress	Throughout the consultation and implementation phases and into business as usual	Project Sponsor
3. Increased personal development opportunities through the sharing of collective knowledge and the opportunity for staff with protected characteristics to work in other disciplines of the service;	During consultation period and implementation staff will be given opportunities to training	Throughout the consultation and implementation phases. With on-going support through training and supervision once in post	Senior Manager
4. Provides the opportunity for staff with protected characteristics to work more flexibly and take up mobile working.	Following implementation, a series of team building events to be put in place	Benefits will be continued post implementation through improved communication and	Project Sponsor

		knowledge sharing in the service.	
<b>STAFF – Positive and Negative</b>			
1. Some staff with protected characteristics may be required to work from different locations which they may feel negatively impacts their work life balance or increases travel costs.	Preference will be sought and decisions will be taken after individual consultation to understand issues raised; with reference to the Council's policies that support smarter working objectives and change management	Throughout the consultation and implementation phases	Project Sponsor
2. 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.	Preference will be sought and decisions will be taken after individual consultation to understand any caring responsibilities and any other issues raised; with reference to the Council's policies that support smarter working objectives and change management	Throughout the consultation and implementation phases	Project Sponsor
<b>STAFF – Negative impact</b>			
1. Some staff may have protected characteristics that have not been disclosed and therefore potential negative impact cannot be foreseen.	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 any staff affected	Throughout the consultation and implementation phases	Project Sponsor
2. The number of vulnerable staff are evenly split between male and female, whilst overall the majority of staff impacted in some way are likely to be female, some work part-time and some may have caring responsibilities	HR support and change management policies will be applied and management will have an open door policy to support staff impacted. Individual consultation will take place to understand and facilitate any further mitigation.	Throughout the consultation and implementation phases	Project Sponsor
3. Pregnancy and maternity: staff have	HR support and change management policies will be applied, and the keep contact	Throughout the consultation and implementation phases,	Project Sponsor

protected rights which could be overlooked	days for those on maternity leave should be used to keep vulnerable staff fully informed	and during maternity leave	
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	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 any staff affected	Throughout the consultation and implementation phases	Project Sponsor

#### 10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
N/A	N/A

#### 11. Summary of key impacts and actions

<b>Information and engagement underpinning equalities analysis</b>	<ul style="list-style-type: none"> <li>• Data from SCC workforce database (SAP/OM)</li> <li>• Internal consultation with managers</li> <li>• 30 day staff consultation pending</li> <li>• Individual wellbeing conversations to highlight any unforeseen potential impact and reasonable adjustment requirements</li> </ul>
<b>Key impacts (positive and/or negative) on people with protected characteristics</b>	<ul style="list-style-type: none"> <li>• Creation of 'generic' roles</li> <li>• Potential for location changes</li> <li>• Potential for line management changes</li> <li>• Vulnerable staff</li> </ul>
<b>Changes you have made to the proposal as a result of the EIA</b>	<ul style="list-style-type: none"> <li>• None at this stage. It will be updated in light of the planned consultation and engagement.</li> </ul>
<b>Key mitigating actions planned to address any outstanding negative impacts</b>	<ul style="list-style-type: none"> <li>• Consultation</li> <li>• Regular conversations with individuals impacted to identify and manage issues emerging;</li> <li>• Ensure awareness of suitable alternative roles, redeployment opportunities and support mechanisms.</li> <li>• Adherence to SCC HR policies, including change management, with close liaison with HR for advice where needed.</li> <li>• An open-door policy to facilitate wellbeing conversations with individuals to understand any unforeseen impact and mitigating actions required.</li> <li>• Keep contact days for staff on maternity and paternity leave.</li> </ul>

<b>Potential negative impacts that cannot be mitigated</b>	None
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