

EIA for Proposed Changes to Contractual Working Hours and Shift-based Work Patterns for Integrated Reablement Workers and Reablement Assistants in the Reablement Day Service

Did you use the EIA Screening Tool? (Delete as applicable)

No

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.

Reablement plays a vital role in supporting people to either come out of hospital and return home or, to remain at home when they appear on the verge of a hospital admission. Our local hospitals, social care and community teams have come under increasing pressure with the rising numbers of people needing their support. Reablement is a key partner of the hospitals, social care and community teams. Reablement supports these partners by helping to support people when their involvement has ended or when their involvement is not quite needed because Reablement potential has been identified early. By increasing Reablement's capacity to support more people at home this helps the wider "system" i.e., the hospitals can discharge more people quickly and/or have less people present at hospital as reablement have been able to get involved preventing hospital admission by working closely with social care and community teams.

Reablement Workforce Data (SAP Feb 2023)

Equality Impact Assessment

| | |
|-----------------------|--------|
| Workforce | |
| Employees | 179 |
| Employments | 179 |
| FTE | 131.26 |
| Contracts | |
| Permanent | 96.65% |
| Temporary | 0.00% |
| Bank | 3.35% |
| Full Time / Part Time | |
| FT Female | 22.91% |
| PT Female | 70.95% |
| FT Male | 3.35% |
| PT Male | 2.79% |

Surrey's Adult Social Care Reablement Service has undergone a period of transformation through the Care Pathways programme. The next step in this transformation relates to contractual hours and rotas for Integrated Reablement Workers (IRWs) and Reablement Assistants (RAs).

Surrey's Adult Social Care Reablement Service currently has 38 Integrated Reablement Workers (IRW) 136 Reablement Assistants (RA) and 5 Bank Reablement Assistants that are spread over 5 Areas as follows: East Area – Reigate & Tandridge, Mid Area – Epsom, Mole Valley, Elmbridge & Banstead, Surrey Heath & Farnham Area – Surrey Heath & Farnham, Guildford & Waverley Area – Guildford & Waverley and North West Surrey Area – Runnymede, Spelthorne & Woking.

The Service's hours of operation are 7.00 – 22.00. Staff work various levels of hourly contracts ranging from bank (zero hours) to full-time (36 hours per week) on a two week rota. Currently based on this arrangement staff are working a considerable number of hours under contract. This is defined as time not spent with clients, travel, admin, meetings, training etc. Despite this the service lacks capacity to keep up with demand and referrals are declined due to lack of capacity. This suggests that the current work patterns do not meet the current or future needs of the service.

To address this issue we consulted with staff from 2nd March to the 17th April 2023 on introducing three different hourly contracts: 16, 25 and 36 hours. Shift length varied from 8 hour shifts on 36 hourly contract, 5 hour shifts on the 25 hourly contract and 4 hour shifts on the 16 hourly contract.

Following this consultation and feedback from staff, we issued an interim response on the 4th May with amended proposals that introduced nine different hourly contracts: Bank, 8, 12, 16, 20, 24, 28, 32, and 36 hours. These hourly contracts are based on blocks of 4-hour shifts and the principles of these new proposals are listed below:

Equality Impact Assessment

| Type of Contract: | Principles |
|--------------------------------|---|
| Bank | No limit of hours up to 52 hours a week in accordance with Service Delivery's maximum hours. Hours can be worked at any time of the day and on any day. There is no guarantee of being offered any hours. |
| 8 hours | Shifts must be in blocks of 4 hours. Hours can be worked flexibly based on service need. For example, provided we have consistent cover throughout the day, all hours could be at the weekend, 2 evenings during the week, 2 earlies during the week or any combination. |
| 12 hours | Shifts must be worked in blocks of 4 hours. Hours can be worked flexibly depending on service need. For example, provided we have consistent cover throughout the day all hours could be at the weekend, 3 evenings during the week, 3 earlies during the week or any combination. |
| 16 hours and 20 hours | Works a combination of earlies, mid shifts and lates. Works at least one shift every other weekend. Shifts can be worked in any blocks of 4 hours. |
| 24, 28, 32 and 36 hours | Works a combination of earlies and lates. Works every other weekend, one weekend day is a late shift. Shifts can be worked in any blocks of 4 hours. |

The rationale for this proposal remains to maximise the reablement resource so more residents can be supported, and the service has staff available to work when our residents need them.

As a result of these proposed changes approximately 93 staff changed their contractual hours. The majority of these were minor changes such as changing from 35 hours to 36 hours or 25 hours to 24 hours.

Equality Impact Assessment

The changes impact on staff, so this Equality Impact Assessment (EIA) will focus on the impact to staff with protected characteristics.

How does your service proposal support the outcomes in [the Community Vision for Surrey 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?

- County-wide

Assessment team

- Chloe Newberry – Assistant Business Partner, Surrey County Council, HR
- Nick Sponder – Senior People Consultant, Surrey County Council, HR
- Kathryn Pyper – Chief of Staff, Surrey County Council, ASC
- Tammy Hughes – Digital Business Manager, Surrey County Council, Reablement Service
- Rowena Stone – Project Manager, Surrey County Council, ASC
- Jade Campbell – Head of Service, Surrey County Council, Reablement Service
- Claire King – Service Manager, Surrey County Council, Reablement Service
- Sue Kukreja – Service Manager, Surrey County Council, Reablement Service

Equality Impact Assessment

Staff

AGE

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

Data taken from SAP February 2023

62.57% of reablement day service staff are over 50 years of age.

Breakdown of age

| Age | |
|---------|--------|
| 13 – 19 | 0.00% |
| 20 – 24 | 1.12% |
| 25 – 29 | 2.79% |
| 30 – 34 | 6.70% |
| 35 – 39 | 5.03% |
| 40 – 44 | 7.26% |
| 45 – 49 | 12.85% |
| 50 – 54 | 17.32% |
| 55 – 59 | 22.35% |
| 60 – 64 | 15.08% |
| 65 – 69 | 7.82% |
| 70 – 74 | 1.68% |

The considerations and concerns in relation to the changes for staff with an age characteristic are as follows:

- Staff of any age may not want to change/increase their contract hours.
 - Older staff may potentially find it harder to gain new employment if they feel they need to leave the Council.
 - Experienced staff of all ages may find it difficult to obtain comparable terms and conditions in the independent sector if they choose to leave because of these changes.
 - A change in contractual hours may impact on pension benefits which will be particularly relevant for older staff who may be nearing retirement.
- + For staff of any age, there will be a more consistent contractual hours offer.

Equality Impact Assessment

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

- Staff have been fully engaged in a 45-day formal consultation period. Individual conversations were offered to all staff, with HR support, to identify any support needed.
- 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.
- We signposted staff on how to access independent pension, financial and planning advice and assisted with applying for other roles if required.

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?

Older People (OP) homes and Extra Care have previously undertaken a consultation.

Closure of the in-house OP homes means there are limited alternative employment options with the Council in direct care roles.

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.

Data from SAP Feb 2023

2.23% of the frontline reablement work force have declared a disability.

The considerations and concerns in relation to the changes for staff with a disability characteristic are as follows:

- Staff with a disability may need to renegotiate any reasonable adjustments that may already be in place to accommodate their disability.
- The new contracts will necessitate some evening working which may impact on staff who find it difficult to drive in the dark because of their age/disability.
- + For staff with a disability, there will be a more consistent contractual hours offer, which may enable them to accommodate appointments etc.
- + The new working patterns allow flexibility and are built on blocks of 4 hours which is shorter shift that might help some staff with a disability.

Equality Impact Assessment

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.
- Staff have been fully engaged in a 45-day formal consultation period.
- Individual conversations will be offered to all staff, with HR support, to identify any support needed.
- Staff will be able to shift to a bank contract if they don't want to work the new work patterns.
- Reasonable adjustments will be made for staff with a disability in line with Council policy.
- We would consider a job share but availability would need to fit with rota requirements for the full hourly contract so that service needs are also met.

Bank contracts:

- Bank employees accrue annual leave on the same basis as other Surrey County Council employees.
- They are entitled to receive a pro-rata proportion of annual leave based on the amount of hours worked.
- If a bank employee is booked for and has accepted a period of work, and then finds that he/she is unable to work due to sickness, the agreed hours are entitled for payment of occupational sick pay.
- Pension is calculated in the same way as for permanent employees.
- All training commitments are paid for.
- Bank contracts are not guaranteed hours of work which may impact on staff requiring a consistent income.

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?

OP homes and Extra Care have previously undertaken a consultation.

Closure of the in-house OP homes means there are limited alternative employment options with the Council.

Any negative impacts that cannot be mitigated?

None

RELIGION OR BELIEF

Data taken from SAP February 2023 for Reablement Day Service Staff

Equality Impact Assessment

| Religion | |
|--------------------------|--------|
| Buddhist | 1.12% |
| Christian - all faiths | 29.61% |
| Hindu | 1.68% |
| Jewish | 0.00% |
| Muslim | 2.23% |
| Sikh | 0.56% |
| Any other Faith/Religion | 1.68% |
| No Faith / Religion | 21.23% |
| Prefer Not to Say | 8.94% |
| Not Stated | 32.96% |

The considerations and concerns in relation to the changes for staff with a religion or belief are as follows:

- The new work patterns are more structured around how time is utilised, which may impact upon staff's ability to worship at certain times of the day or take time off for festivals etc.

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

- Staff have been fully engaged in a 45-day formal consultation period.
- Individual conversations will be offered to all staff, with HR support, to identify any support needed.
- Staff can submit a flexible working request in line with Council policy.

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?

- None

Any negative impacts that cannot be mitigated?

- None

PREGNANCY AND MATERNITY

Staff that were pregnant or on maternity leave were identified by the Assistant Reablement Managers and their line managers were requested to make direct contact with these individuals to make them aware of the proposed changes and invite them to the information sessions.

The considerations and concerns in relation to the changes for staff that are pregnant or are on maternity leave are as follows:

Equality Impact Assessment

- The new contracts might necessitate some evening working which may impact on staff who are pregnant or on maternity leave.
- + For staff who are pregnant or on maternity leave, there will be a more consistent contractual hours offer, which may enable them to accommodate their pregnancy or maternity.
- + The new working patterns include breaks and regular days off which may support them in their pregnancy or maternity leave.
- + The new contracts offer flexibility with 9 different hourly contracts.

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

- Direct contact will be made with staff who are on maternity leave during this 45-day formal consultation to ensure they are fully engaged and understand the proposed changes.
- Staff who are on maternity leave can use their Keeping in Touch (KIT) days to attend information sessions about the proposed changes.
- Individual conversations will be offered to all staff, with HR support, to identify any support needed.
- Staff can submit a flexible working request in line with Council policy.

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?

- OP homes and Extra Care have previously undertaken a consultation.
- Closure of the in-house OP homes means there are limited alternative employment options with the Council in direct care roles.

Any negative impacts that cannot be mitigated?

- None

CARERS

We do not have any data on the number of staff with a caring responsibility but we are aware that a number of staff affected do have a caring responsibility.

The considerations and concerns in relation to the changes for staff with a caring responsibility are as follows:

- The new contracts might necessitate some evening working which may impact on staff with a caring responsibility.
- + For staff with a caring responsibility, there will be a more consistent contractual hours offer, which may enable them to accommodate their caring role.
- + The new working patterns include breaks and regular days off which may support them in their caring role.
- + The new contracts offer flexibility with 9 different hourly contracts.

Equality Impact Assessment

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

- Through individual conversations we will seek input from staff with a caring responsibility about what they would find helpful, what their aspirations are and how they wish to be supported.
- Staff have been fully engaged in a 45-day formal consultation period.
- Individual conversations will be offered to all staff, with HR support, to identify any support needed.
- Staff will be able to shift to a bank contract if they don't want to work the new work patterns.
- Staff can submit a flexible working request in line with Council policy.

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?

- OP homes and Extra Care have previously undertaken a consultation.
- Closure of the in-house OP homes means there are limited alternative employment options with the Council in direct care roles.

Any negative impacts that cannot be mitigated?

- None

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.

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- **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: No major change to the policy/service/function required.

Explanation:

Any potential negative impact for staff can be mitigated and the changes offer a number of positive impacts for staff with protected characteristics.

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 | 02 Mar 2023 | Consultation launch meeting – all staff webinar | Reablement Leadership Team | 02 Mar 2023 | | Closed |
| 2 | w/c 13 Mar & 27 Mar | Drop-in sessions | Team Leaders with project support | 31 Mar 2023 | | Closed |
| 3 | 06-09 Mar 2023 | Consultation meetings | Reablement Leadership Team | 09 Mar 2023 | | Closed |
| 4 | 06 March 2023 | Frequently Asked Question's | Project Team | Post March launch | Will be issued weekly on a Wednesday. | Closed |
| 5 | 06 March onwards | Ad-hoc 1-1 meetings | Reablement Leadership Team | Post March launch | | Closed |
| 6 | Ongoing | Dedicated HR support for consultation | Nick Sponder Ben Staffron | Ongoing | | Closed |
| 7 | Jan 2023 | Set up dedicated inbox | Vicky Slings | Jan 2023 | | Closed |
| 8 | Ongoing | Continue to provide 1-1 support to staff | Reablement Service | Ongoing | | Closed |

Equality Impact Assessment

| | | | | | | |
|----|-------------|---|----------------------------|-------------|--|--------|
| 9 | Ongoing | Engagement with employee services | Rowena Stone, Nick Sponder | Ongoing | | Closed |
| 10 | Ongoing | Engagement with Pension services | Nick Sponder | Ongoing | | Closed |
| 11 | Ongoing | Engagement with Recruitment | Nick Sponder | Ongoing | | Closed |
| 12 | 04 May 2023 | Interim response – amended proposals issued following formal consultation | Reablement Leadership Team | 25 May 2013 | | Closed |
| 13 | 25 May 2023 | Interim response reviewed and proposals finalised. | Reablement Leadership Team | June 2023 | | Closed |

6a. Version control

Equality Impact Assessment

| Version Number | Purpose/Change | Author | Date |
|----------------|--|-----------------------------|------------|
| 1 | Initial Draft of EIA | Vicky Slingo | Feb 2023 |
| 2 | To incorporate feedback from Kathryn Pyper, ASC EDI Lead | Vicky Slingo & Rowena Stone | 21/02/2023 |
| 3 | Finalised version issued for sign off | Vicky Slingo & Rowena Stone | 22/02/2023 |
| 4 | Amended version to reflect changes to the proposals following the formal consultation and the interim response | Rowena Stone | 07/09/2023 |
| 5 | Amended following review by Kathryn Pyper and Barbara Anu. | Rowena Stone | 01/11/2023 |
| 6 | Amendments to table following accessibility checks. | Rowena Stone | 30/11/2023 |

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.

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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 | 08/09/2023 |
| Executive Director | N/A |
| Cabinet Member | N/A |
| Directorate Equality Group | 24 February 2023 v3 v5 |
| | |

Publish:

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

Please send approved EIAs to: equalityimpactassessments@surreycc.gov.uk

EIA author: Rowena Stone

6c. EIA Team

| Name | Job Title | Organisation | Team Role |
|----------------|--|--------------|--------------------|
| Chloe Newberry | Assistant Business Partner | SCC | HR |
| Nick Sponder | Senior People Consultant | SCC | HR |
| Kathryn Pyper | Chief of Staff | SCC | ASC & IC EDI Lead |
| Tammy Hughes | Resource & Finance Manager | SCC | Reablement Service |
| Rowena Stone | Project Manager | SCC | ASC & IC |
| Jade Campbell | Head of Integrated Reablement Services | SCC | Reablement Service |

Equality Impact Assessment

| Name | Job Title | Organisation | Team Role |
|-------------|----------------------------|---------------------|--------------------|
| Claire King | Reablement Service Manager | SCC | Reablement Service |
| Sue Kukreja | Reablement Service Manager | SCC | Reablement Service |

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

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