



Derby City Council

Equality impact assessment form

Directorate Peoples Services

Service area Home First

**Name of policy, strategy, review or function
being assessed:**

Home First Community & Perth House Achieving
Change &
Restructure

Date of assessment : 1st December 2016

Signed off by

Cabinet Personnel Committee or Chief Officer

Equality impact assessment – please read this section first before you do the assessment

This is our equality impact assessment form to help you equality check what you are doing when you are about to produce a new policy, review an older one, write a strategy or plan or review your services and functions. In fact you need to do an equality impact assessment whenever a decision is needed that affects people and **before** that decision is made.

So why do we need to do equality impact assessments? Although the law does not require us to do them now, the courts still place significant weight on the existence of some form of documentary evidence of compliance with the **Public Sector Equality Duty** when determining judicial review cases. This method helps us to make our decisions fairly, taking into account any equality implications, so yes we still need to do them.

The Public Sector Equality Duty is part of the Equality Act 2010 and this Duty requires us as a public body to have '**due regard**' to eliminating discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. It requires us to advance equality of opportunity and foster good relations between people who share a '**relevant protected characteristic**' and people who don't.

Having 'due regard' means:

- removing or minimising disadvantages suffered by people due to their protected characteristics
- taking steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people
- encouraging people with certain protected characteristics to participate in public life or in other activities where the participation is disproportionately low.

The protected characteristics are:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

This completed form should be attached to any Chief Officer Group, Cabinet or Personnel Committee report to help elected members make their decisions by taking the equality implications into account. Equality impact assessments **must be done before** decisions are made. Include the Cabinet or Personnel Committee's decision on the front sheet when you know it.

You'll find that doing these assessments will help you to:

- understand your customers' and communities needs
- develop service improvements
- improve service satisfaction
- demonstrate that you have been fair and open and considered equality when working on re-structuring
- Make sure you pay due regard to the requirements of the Public Sector Equality Duty.

Don't do the form by yourself, get a small team together and make sure you include key people in the team such as representatives from our Diversity Forums and employee networks and you could invite trade union representatives too – the more knowledge around the table the better. You also need to decide how and who you will consult with to help inform the equality impact assessment. Our Lead on Equality and Diversity can help with useful contacts – we have a team of people who are used to doing these assessments and can help with information on barriers facing particular groups and remedies to overcome these barriers.

You'll need to pull together all the information you can about how what you are assessing affects different groups of people and then examine this information to check whether some people will be negatively or positively affected. Then you'll need to look at ways of lessening any negative effects or making the service more accessible – this is where your assessment team is very useful and you can also use the wider community.

Agree an equality action plan with your assessment team, setting targets for dealing with any negative effects or gaps in information you may have found. Set up a way of monitoring these actions to make sure they are done and include them in your service business plans.

When you have completed the assessment, get it signed by your Head of Service or Service Director and send it to our Lead on Equality and Diversity for checking and to publish on our website. It is a public document so must not contain any jargon and be easy to understand.

Remember, we need to do these assessments as part of our everyday business, so we get our equality responsibilities right and stay within the law – Equality Act 2010.

Equality groups and protected characteristics

These are the equality groups of people we need to think about when we are doing equality impact assessments and these people can be our customers or our employees and job applicants...

- Age equality – the effects on younger and older people
- Disability equality – the effects on the whole range of disabled people, including Deaf people, hearing impaired people, visually impaired people, people with mental health issues, people with learning difficulties and people with physical impairments
- Gender reassignment – the effects on trans people
- Marriage and civil partnership equality
- Pregnancy and maternity equality - women who are pregnant or who have recently had a baby, including breast feeding mothers
- Race equality – the effects on minority ethnic communities, including newer communities, gypsies and travellers and the Roma community
- Religion and belief or non-belief equality – the effects on religious and cultural communities, customers and employees
- Sex equality – the effects on both men and women and boys and girls
- Sexual Orientation equality – the effects on lesbians, gay men and bisexual people

In addition, we have decided to look at the effects on families and people on low incomes too as we feel this is very important.

Contact for help

Ann Webster – Lead on Equality and Diversity

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The form

We use the term ‘policy’ as shorthand on this form for the full range of policies, practices, plans, reviews, activities and procedures.

Policies will usually fall into three main categories...

- Organisational policies and functions, such as recruitment, complaints procedures, re-structures
- Key decisions such as allocating funding to voluntary organisations, budget setting
- Policies that set criteria or guidelines for others to use, such as criteria about school admissions, procurement methods, disabled facilities grants, on street parking bays

If in doubt – complete a form! You never know when we may get a legal challenge and someone applies for Judicial Review.

What’s the name of the policy you are assessing?

Home First Achieving Change & Restructure proposals

The assessment team

Team leader’s name and job title – Sue Bliss Home First Service Manager

Other team members Karen Cooper Home First Team Manager

Name	Job title	Organisation	Area of expertise
Ann Webster	Lead on Equality and Diversity	DCC	EIA Convenor and equality issues
Karen Cooper	Home First Team Manager	DCC	
Caroline Brighthouse	Unit Manager	DCC	
Moira Findlay		Derbyshire Carers	
Andy Findlay		Muscular Dystrophy UK	

Janet Warner		Derby FM Support Services.	

What are the main aims, objectives and purpose of the policy? How does it fit in with the wider aims of the Council and wider Derby Plan? Include here any links to the Council Plan, Derby Plan or your Directorate Service Plan.

The Home First service provides a rapid response assessment service in supporting to enable customers to be discharged from hospital within a 2 hour period, working on the Transfer To Assess model, or alternatively to provide a rapid service to prevent a hospital/care home admission.

Customers unable to return home for a specific social care reason, or have been ‘prescribed’ residential care by the Hospital, may be discharged to a social care Home First Assessment Bed at Perth House where they will be assessed around their social care needs with the aim to return to independent living. Alternatively a customer may have incurred a deterioration in health requiring an increased or differing package of care and can also be assessed at Perth to determine this if required.

Home First have delivered a service in the community to new customers from short term wards only at the Royal Derby Hospital to either prevent an admission or to facilitate a hospital discharge quickly.

Home First needs to deliver a service to all new customers irrespective of which ward they are from, to enable one seamless, equitable, customer journey – this will improve and benefit our customer service however, Home First needs to be a more responsive, flexible, adaptable and mobile service to meet our customer needs and demands for both our Community service and in Perth House, our Assessment Centre.

There have been particular problems in the delivery of an efficient and effective rapid response service to Home First customers both in the Community and in Perth House.

Community

The Support Work staff working in the Community currently work on a shift system covering 7am to 11pm working 4 days on/4 days off. Two thirds of our Community Support Worker staff team are mobile, one third are not mobile and have no means of transport. Our customer base is spread across the City of Derby requiring our staff to rapidly deploy to any area of the City to work with a number of customers.

The working arrangement for Support Work staff in the Community has proved popular but the 9 – 5 Monday to Friday management support, for both staff and customers, remains unsuitable for the 7 day service we are providing and the complexities that can arise, we are therefore proposing for management support to work a 4 days on/4 days off rota supporting similar times.

Perth House

The staff in Perth House work a mix of shifts/days covering a 24 hour period, this is predominantly based on 'residential home' hours and work.

Perth House is no longer a residential base but needs to be that of an Assessment Centre, already housing a number of therapy beds, accommodated by our health partners, Intermediate Care, and a number of Social Care Assessment beds. It is recognised that some of the workforce may remain 'static' working within the Assessment centre and therefore we have looked at providing some Support Work roles that do not require to be 'mobile'.

The proposed changes include a reorganisation and restructure in the way the response service is organised and delivered. There will be a change in the rota system to align all staff to work on a similar rota pattern i.e. 4 on /4 off. It will ensure services can be delivered more efficiently, cost effectively, also to include more appropriate 'out of hours' support over 7 days to both customers and staff.

There is a need to develop sound business processes that work for both staff and customers. Proposed changes will make better use of the staff resources within the two teams by combining the roles into a single team providing a more efficient service. One Customer, One Journey, One Team.

The proposed changes aim to improve the work experience for staff, standardise working patterns, improve morale and deliver motivation and leadership for the team. As part of the Derby Business Plan we will be delivering differently in providing a modern, flexible workforce therefore

enabling vulnerable customers maintain /regain their independence and taking control of their lives, therefore promoting their health and wellbeing. We will also look at Hearing Loop systems at Perth House.

Home First continue to build stronger working relationships with partner organisations, the NHS - including DCHS (Derbyshire Community Health Services) for Intermediate Care services where we continue to build our relationship working alongside both in Perth House, managing and providing the care element of 16 Intermediate Care beds, and in the Community for the Virtual Ward services, supporting rapid response discharge/preventing admission to base wards in the Royal Derby Hospital having developed close working links with their Pull Team, and London Road Community Hospital - Single Point of Access, and the Clinical Commissioning Group. We also continue to develop our links with the voluntary sector. These will be built into the changes being proposed and will future proof the service by making best use of financial and staff resources.

2 Who delivers/will deliver the policy, including any consultation on it and any outside organisations who deliver under procurement arrangements?

Derby City Council via the Home First Service
Staff within the Home First Service – Community and Perth House
Managers
Workshops held including all unions
NHS

3 Who are the main customers, users, partners, employees or groups affected by this proposal?

Home First team members
Social Care staff – Social Workers, Community Care Workers, Community teams and Occupational Therapists
Carelink services.
Elderly and Disabled customers
Vulnerable customers including domestic violence
Carers
Hospital staff including Physiotherapists, Occupational Therapists
EMAS
Fire Service
Police

Patients leaving Hospital
Other Council Departments
Derby Homes
GP Surgeries
Intermediate Care (DCHS)
Single Point of Access (DCHS)
Care Coordinators

Step 2 – collecting information and assessing impact

- 4 Who have you consulted and engaged with so far about this policy, and what did they tell you? Who else do you plan to consult with? – tell us here how you did this consultation and how you made it accessible for the equality groups, such as accessible locations, interpreters and translations, accessible documents.**

In March and April 2016 we delivered a presentation to all the staff teams on the reasons why the service needed to change and held several workshops. We used this to look at our current structure and practice, breaking down all elements of the service. We worked with staff, to gain their ideas and to look at what was working and what wasn't working well with the Home First community service and Perth House.

Unions were involved throughout the whole process.

Focus groups were set up for the Managers to look at specific ideas and differing ways of working whilst looking at the next stage of the process, bringing all the ideas together following the above format.

A new structure and Job descriptions were produced by the end of July. The Job Information Questionnaires were sent to be evaluated by the job evaluation team.

We are intending on a formal consultation with staff from September 2016.

We have consulted with customers at a meeting about 7 day working/transformation - customers were very responsive and felt this was a positive change to ensure one seamless customer journey.

We gather customer feed back from our Quality Questionnaire this tells us how well we are doing, and helps us to improve our service. In addition to the formal CQC inspections and Healthwatch reports.

- 5 Using the skills and knowledge in your assessment team, and from any consultation you have done, what do you already know about the equality impact of the policy on particular groups? Also, use any other information you know about such as any customer feedback, surveys, national research or data. Indicate by a tick for each equality group whether this is a negative impact, a positive one or if you are not sure**

Equality groups	What do you already know?	No impact	Positive impact	Negative impact	Not sure
Age	<p><u>Customers</u> We know that the Home First service supports and enables customers of all age groups 18 years old and over to remain independent and living at home. This benefits both customers and carers and has a positive impact on people's lives.</p> <p><u>Staff</u> The change in the Home First service will also benefit staff. The response service will be worked on a shift basis with 4 days on /4 days off basis over 7 days based at the Assessment centre with out of hours management support for staff and customers. It will also create opportunities for staff and make the roles more equitable. There is a requirement for staff to be aged 18 years or over.</p>		Yes to Customers and Staff.		
Disability	<p><u>Customers</u> As above We also have the facility to use SMS text and minicom for customers with a hearing impairment. We can provide accessible leaflets on request. We provide holistic assessment and all equipment provided will be assessed to the need of the individual person.</p>		Yes to Customers and Staff.		

	<p>Staff All staff have had dementia awareness training including stroke awareness and have completed the mandatory equality training. We have access to an OT, employed by DCC, and have a Sensory needs Rehabilitation Officer within our team. We will provide reasonable adjustments to disabled employees.</p>				
<p>Gender reassignment - trans</p>	<p>Each customer has an assessment before the service commences. This gives us an opportunity to gather information about the customer. We have the facility to record information that we need to know about our customers, so we can respect the customer's diversity. Our staff teams have all completed e learning and are aware of the protected characteristics. Staff not having access to computers are given abridged versions of this which is discussed at team meetings. Staff also have hand held devices.</p>		<p>Yes</p>		
<p>Marriage and civil partnership</p>	<p>Customers Home First can support customers whose partners work away, or in the forces etc. It gives piece of mind that in their absence Home First are at the end of the phone.</p>		<p>Yes</p>		
<p>Pregnancy</p>	<p>Customers Pregnant/disabled</p>		<p>Yes to</p>		

<p>and maternity</p>	<p>customers can also benefit from Home First as above Staff Staff on maternity leave have been consulted and considered as part of the process. There are a number of different shifts available to fit in with their caring responsibilities</p>		<p>Customers and Staff.</p>		
<p>Race</p>	<p>We try to accommodate a suitable member of staff where possible. We have a diverse workforce. We are able to use language line to interpret for us. We can also get our Home First leaflets printed in a number of different languages if a customer requests this</p>		<p>Yes</p>		
<p>Religion or belief or none</p>	<p>Customers We hold information on our computer data base which enables us to respond appropriately to customers particular cultures. Staff We will take employees observance of their religion and belief into account when requests are made for leave such as for Eid or Sunday worship</p>		<p>Yes</p>		
<p>Sex</p>	<p>Customers will be made aware that they will be attended to by Male or Female staff depending who is on duty.</p>		<p>Yes</p>		
<p>Sexual Orientation</p>	<p>Staff are aware of LGBT equality and must have done all the mandatory courses on identity or have had abridged versions.</p>		<p>Yes</p>		

Families and people on low income	There is no charge for the Home First service.		Yes		
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Important - For any of the equality groups you don't have any information about, then make it an equality action at the end of this assessment to find out. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. You can get lots of information on reports done from organisations' websites such as the Equality and Human Rights Commission, Stonewall, Press for Change, Joseph Rowntree Trust and so on. Please don't put down that the impact affects 'everyone the same' – it never does!

6 From the information you have collected, how are you going to lesson any negative impact on any of the equality groups? How are you going to fill any gaps in information you have discovered?

We looked at the profile of the 119 members of staff and have considered reasonable adjustments. We will be working with these staff and do all that we can to accommodate them in the new structure and have accommodated 'static' positions where able and within the service provision. There will be some job losses and any individuals that maybe displaced we will ensure that they have access to support with interview and application skills, we will look at the possibility of ring fenced posts, vacancies on the at risk register and we will look at other vacancies within residential care. We will also facilitate advice with Welfare rights, benefit support and money advice for those staff that have a loss in income. There will be opportunities for staff too within the new structure.

Staff on maternity leave will be consulted and considered

We have some members of the team who have caring responsibilities and we will consider shift swops to accommodate family commitments.

Step 3 – deciding on the outcome

7 What outcome does this assessment suggest you take? – You might find more than one applies. Please also tell us why you have come to this decision?

Outcome 1	xx	No major change needed – the EIA hasn't identified any potential for discrimination or negative impact and all opportunities to advance equality have been taken
Outcome 2		Adjust the policy 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 3		Continue the policy 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 4		Stop and rethink the policy when the EIA shows actual or potential unlawful discrimination

Our Assessment team has agreed Outcome number(s)

Outcome 1 No major change needed.

Why did you come to this decision?

The Home First service needs to be one responsive, adaptable team to changing customer needs and demands. The proposed changes aim to improve the work experience for staff, improve the out of hours service to support the staff team and customers over a 7 day period, standardise working patterns, improve morale and deliver motivation and leadership for the team. Improve the Customer journey that is equitable to all new customers referred from the Royal Derby Hospital.

It will ensure services can be delivered more efficiently, cost effectively and includes contingency arrangements for sickness and annual leave absences to ensure we can meet our contractual obligations to all our customers.

If you have decided on **Outcome 3**, then please tell us here the justification for continuing with the policy. You also need to make sure that there are actions in the Equality Action Plan to lessen the effect of the negative impact. This is really important and may face a legal challenge in the future.

If you have decided on **Outcome 4** then if the proposal continues, without any mitigating actions, it may be likely that we will face a legal challenge and possibly a Judicial Review on the process - it is really important that the equality impact assessment is done thoroughly, as this is what the Judge will consider.

Step 4 – equality action plan – setting targets and monitoring

- 8 Fill in the table (on the next page) with the equality actions you have come up with during the assessment. Indicate how you plan to monitor the equality impact of the proposals, once they have been implemented.**

Equality action plan – setting targets and monitoring

What are we going to do to advance equality?	How are we going to do it?	When will we do it?	What difference will this make?	Lead officer	Monitoring arrangements
Inform customers and carers about the changes we are going to make.	Send letters Send Flyer Talk to customers	Jan 2017	Customers will be informed about the refreshed service	SB/KC/CB	
We will monitor the impact the changes have on Staff and Customers	Supervision Team meetings Quality Questionnaire	Over the next 6 months & reviewed as needed.	We will identify what has gone well and any challenges that need addressing	SB/KC/CB	
We will monitor the impact the changes have on the discharges from the Royal Derby Hospital.	Multi Disciplinary Team meetings.	Over the next 6 months & reviewed as needed.	We will identify what has gone well and address any challenges that need addressing.	SB/KC/CB	

Make sure you include these actions in your Directorate service business plans.