



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 Achieving Change  
Management Restructure

**Date of assessment :** 16th August 2019

**Signed off by**

**Cabinet, Personnel Committee or Chief Officer Group's decision**

**Date published on website**

## 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  
[ann.webster@derby.gov.uk](mailto:ann.webster@derby.gov.uk)

## **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 - do one! 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 proposal for the management team.

### **The assessment team**

Team leader's name and job title – Sue Bliss Team Manager

Other team members

<b>Name</b>	<b>Job title</b>	<b>Organisation</b>	<b>Area of expertise</b>
Ann Webster	Lead on Equality and Diversity	DCC	EIA Convenor and equality issues
Jane Haywood	Hospital to Home Team Manager	DCC	Social Work

Mary Sillitoe	Public Health Project Officer	DCC	

**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.**

### **Background**

The Home First service provides an efficient, rapid response assessment service in supporting to enable customers to be discharged from hospital within a 2 hour period, working on the Discharge To Assess model (D2A), 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 an integrated Assessment Bed, known as Discharge to Assess (D2A) Pathway 2, where they will be assessed around their social care, therapy or nursing needs with the aim to return to independent living. The integrated service is provided by Home First and Derbyshire Community Health Services (DCHS). Alternatively a customer may have incurred a deterioration in health requiring an increased or differing package of care and can also be assessed at our Assessment beds based at Perth House and Arboretum House to determine this if required.

Home First deliver a rapid, responsive, short term service in the community, known as Pathway 1, for new customers to either prevent an admission or to facilitate a hospital discharge quickly to enable customer who are medically optimised to recover at home. Our service meets the demands for customer needs in both settings and provides ongoing signposting support or arrangement of identified ongoing care needs once our assessment has been completed.

The services are provided by our team of Support Work staff and Senior Support Leaders, the majority being mobile with a small number of non mobile positions, supported by the management team and administrators. Our staff teams generally work a 4 days on/4 days off rolling rota system to cover our 24 hour, 7 days a week service, there are administrator roles that work 5 days out of 7 and the Residential Unit Manager covers Monday through to Friday.

**Achieving change proposals:**

The proposed changes include a modernisation of the current residential unit manager role and change to the operational management team to provide a more streamlined, consistent approach, strengthened in the service knowledge and expertise for key operational areas. This will provide a foundation for further improvement, development opportunities and delivering leadership to further improve staff morale and motivation. The changes will enable us to sustain the high standard of performance to meet the ever changing demands from the NHS our customer groups to enable us to continue to provide an effective, efficient, seamless customer journey.

Home First continue to build stronger working relationships with partner organisations, the NHS - including DCHS colleagues where we continue to build towards integration in the Assessment hub, continue our close working with the Integrated Discharge Hub based at the Royal Derby Hospital 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

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

Home First senior and operational management team are directly affected by the changes.

In addition the achieving change will impact on other staff and partners, including the following:

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

Integrated Discharge Hub Royal Derby Hospital and London Road

Community Hospital.

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.**



We hold regular workshop sessions and briefings with all our staff groups.

Team Manager talks to the staff members regularly to encourage feedback and ideas or staff can voice their concerns and be listened to.

We have a 'staff suggestion/ideas' box located where staff can write their suggestions/ideas these can be completed anonymously if preferred.

We have a dedicated email address for staff to write to the Team Manager.

In February and March 2019 we held several workshops for all the staff groups at different times, different days, delivering a presentation to review the previous Achieving Change restructure implemented in 2017 inviting feedback and staff ideas asking where we are now at, how we could improve and where we need to be.

Suggestions and experience from the past 2 years were brought forward as staff felt an inconsistency in management approach. The Operational Management role has been seen as too generic and expansive.

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

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

We are intending on a formal consultation with staff from 22<sup>nd</sup> August 2019

Trade Unions are involved throughout the whole process.

- 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><b><u>Customers</u></b> 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><b><u>Staff</u></b> 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 hub 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>		x		
Disability	<p><b><u>Customers</u></b> As above We also have the facility to use SMS text and minicom for customers</p>		x		

	<p>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> <p><b><u>Staff</u></b> 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 access to Sensory needs Rehabilitation Officer within our team. We will provide reasonable adjustments to disabled employees.</p>				
<b>Gender reassignment - trans</b>	<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.</p>		<b>x</b>		
<b>Marriage and civil partnership</b>	<p><b>Customers</b> Home First can support customers whose partners work away, or in</p>		<b>x</b>		

	the forces etc. It gives piece of mind that in their absence Home First are at the end of the phone.				
<b>Pregnancy and maternity</b>	<p><b>Customers</b> Pregnant/disabled customers can also benefit from Home First as above</p> <p><b>Staff</b> We do not have any Staff on maternity leave who would 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>		<b>x</b>		
<b>Race</b>	<p>We try to accommodate a suitable member of staff where possible. We have a diverse workforce.</p> <p>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>		<b>x</b>		
<b>Religion or belief or none</b>	<p><b>Customers</b> We hold information on our computer data base which enables us to respond appropriately to customers particular cultures.</p> <p><b>Staff</b> 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>		<b>x</b>		
<b>Sex</b>	Customers will be made aware that they will be attended to by Male or		<b>x</b>		

	Female staff depending who is on duty.				
<b>Sexual Orientation</b>	Staff are aware of LGBT equality and must have done all the mandatory courses on nderby or have had abridged versions.		<b>x</b>		
<b>Families and people on low income</b>	There is no charge for the Home First service.		<b>x</b>		

**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 9 members of staff directly affected, who currently have no reasonable adjustment requests, however if identified we would work with these staff and do all that we can to accommodate them in the new structure and service provision.

The proposed restructure headcount is higher at 12, however there may be 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 the Council. 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.

We have one member of the team who has caring responsibilities and we accommodate these commitments where able and in accordance with policy.

### 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?**

<b>Outcome 1</b>	<b>Yes</b>	<b>No major change needed</b> – the EIA hasn't identified any potential for discrimination or negative impact and all opportunities to advance equality have been taken
<b>Outcome 2</b>		<b>Adjust the policy</b> to remove barriers identified by the EIA or better advance equality. Are you satisfied that the proposed adjustments will remove the barriers you identified?
<b>Outcome 3</b>		<b>Continue the policy</b> 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"><li>• sufficient plans to stop or minimise the negative impact</li></ul>

		<ul style="list-style-type: none"><li>• mitigating actions for any remaining negative impacts</li><li>• plans to monitor the actual impact.</li></ul>
<b>Outcome 4</b>		<b>Stop and rethink</b> the policy when the EIA shows actual or potential unlawful discrimination

Our Assessment team has agreed Outcome number(s)

<b>Outcome 1 No major change needed.</b>
------------------------------------------

Why did you come to this decision?

<p>The Home First service is one responsive, adaptable team to meet changing customer needs and demands. The proposed changes aim to improve the management team and work experience for staff, to support the staff team and customers over a 7 day period, improve morale and deliver motivation and specific leadership for the team. It will continue to improve the Customer journey that is equitable to all new customers referred to us.</p> <p>It will ensure services can be delivered more efficiently, cost effectively and includes contingency arrangements for planned and unplanned absences to ensure we can meet our contractual obligations to all our customers.</p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

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
We will monitor the impact the changes have on Staff.	GPC Team meetings MDT meetings Workshops	Over the next 6 months	We will identify what has gone well and any challenges that need addressing	<b>S.Bliss</b>	
We will monitor the impact the changes have on our Customers.	MDT meetings. Quality questionnaires Customer feedback sessions. Customer discussion	Over the next 6 months.	We will identify what has gone well and address any challenges that need addressing.	<b>S.Bliss</b>	

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