Predictive: assessing and analysing proposed changes to services, policies and budgets

Enfield Council
Predictive Equality Impact Assessment (EQIA) – Equality Analysis

REPROVISION OF TWO OLDER PEOPLE’S CARE HOMES

JULY 2013
13. Predictive equality impact assessment/equality analysis template

Please complete this cover sheet

<table>
<thead>
<tr>
<th>Proposed change to service/policy/budget</th>
<th>To build a dual registered nursing and residential home on the Elizabeth House Site in Eastern Enfield.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>To close down two existing Enfield Council Older Peoples’ residential care homes:</td>
</tr>
<tr>
<td></td>
<td>○ Coppice Wood Lodge</td>
</tr>
<tr>
<td></td>
<td>○ Bridge House.</td>
</tr>
<tr>
<td></td>
<td>To re-provide the two care homes in the new build on the Elizabeth House Site.</td>
</tr>
<tr>
<td></td>
<td>To tender for a service provider for the new home.</td>
</tr>
<tr>
<td></td>
<td>To transition council employed staff, service users and carers from the two homes named above (where the staff/service users choose to do so) to the dual registered nursing and residential home.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Officer completing the assessment</th>
<th>Mame Gyang</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extension Number</td>
<td>4176</td>
</tr>
<tr>
<td>Service</td>
<td>Transformation Team</td>
</tr>
<tr>
<td>Department</td>
<td>Health, Housing &amp; Adult Social Care (HHASC)</td>
</tr>
<tr>
<td>Date impact assessment completed</td>
<td>31st July 2013</td>
</tr>
</tbody>
</table>
Section 1 – About the service, policy or budget, and proposed change

Q1. Please provide a brief description of the service/policy/budget

- To increase and guarantee quality nursing and residential provision for Older People in Enfield.
- To increase dual registered (care homes that provide both residential & nursing care) provision in the borough.
- To increase provision for specialist dementia care, continuing health care and respite provision.
- To close outdated Council-owned and run residential homes that do not (in relation to buildings) meet the standards of the;
  - Care Quality Commission or
  - National Care Standards Act.

Q2. Please provide a brief description of the proposed change(s) to the service/policy/budget

- To close down two Older Peoples care homes:
  - Coppice Wood Lodge
  - Bridge House.
- Make land available at the former Elizabeth House site, through contracting for;
  - Works;
  - Produce a specification
    - Develop a design
    - Contract architects, other consultants and building contractor.
  - Services;
    - Tender for a service provider to provide services for a minimum 70 bed dual registered nursing and residential care home.
    - To transfer staff and service users to the new, externally commissioned service.

Q3. Does equalities monitoring of your service show that the beneficiaries in terms of the recipients of the service, policy or budget, and the proposed change, include people from the following groups?

<table>
<thead>
<tr>
<th>Race</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disability</td>
<td>Yes</td>
</tr>
<tr>
<td>Gender</td>
<td>Yes</td>
</tr>
<tr>
<td>Age</td>
<td>Yes</td>
</tr>
<tr>
<td>Faith</td>
<td>Yes</td>
</tr>
<tr>
<td>Sexual Orientation</td>
<td>Not available</td>
</tr>
<tr>
<td>Transgender</td>
<td>Not available</td>
</tr>
<tr>
<td>Marriage</td>
<td>Yes</td>
</tr>
<tr>
<td>Pregnancy</td>
<td>Not applicable</td>
</tr>
</tbody>
</table>

Q4. If you answered ‘no’ to any of the groups listed in Q3, please state why?

- We do not monitor for Sexual Orientation or Transgender.
- We do monitor for pregnancy but due to the age range of the service users, it is highly unlikely that this will apply.
Q5. How will the proposed change eliminate discrimination, promote equality of opportunity, or promote good relations between groups in the community?

- Procure service provider through an open and competitive tender process in line with the Council’s standing orders.
- Provide this facility in the East of the borough which has a lack of this type of provision.
- External consultant commissioned to provide expert challenge, quality assure and scrutinise Council’s decisions throughout the tender process and the final decision.
- Consultation with existing Council staff, service users and their families has been undertaken prior to proceeding with the development. This will continue throughout the future development.
- Project structures are in place to ensure ongoing and effective dialogue with expert providers and specialists in this field.
- The Reference Group, which is comprised of representatives from the 3rd Sector, Mental Health Trust, Advocacy Group, Carers and Older People’s Care Management Teams, will be involved in developing documents to ensure that the service commissioned meets the needs of individuals and promotes diversity, dignity and equality for all.
- Service User representatives will be engaged in the design and development of the service.
- Transition will be fully planned and any contractual arrangements will be ensured to secure ease of transfer for both service users and council staff to the new facility.
- We believe TUPE (Transfer of Undertakings Protection of Employment) does apply and will be built into the contract.
- Referrals to the scheme are in line with the Council’s open assessment and financial assessment access process.
- People’s access to the scheme will be based on assessment of need, the facility is a dementia and continuing health care specialist service and individuals meeting the criteria will be entitled to access the scheme.
- Recruitment to any new or vacant posts will be through a transparent and equal opportunity process.
- The service provider will be required to develop a workforce strategy that sets out employment for the local area and plans to recruit staff who reflect the local community.
- The service provider will be expected to have effective policies in place regarding Equal Opportunities, Anti-Harassment and Bullying, Complaints etc...
- The new service provider contract will include a bespoke performance and contract monitoring framework that will look at service users accessing and being retained in the scheme.
- The new service provider’s contract will also include monitoring of Safeguarding and complaints.
- Each service user will have a personalised care plan, with outcomes to be achieved specific to them as individuals.
- The specification for the new facility emphasises the need to respect peoples’ individuality. Given that the scheme is deemed to be the service user’s home for the duration of their stay;
  - The service provider will need to create a community ethos in the scheme embracing all and being inclusive to all services users.
  - The service provider will be required to demonstrate their commitment to these principles.
Section 2 – Consultation and communication

**Q6. Please list any recent consultation activity with disadvantaged groups carried out in relation to this proposal**

| R | • Strategy development (detailed in Q8)  
   | • Engagement sessions held on in October and November 2010, April 2011 and with Residents, Staff and Family members.  
   | • We also held further Information sharing sessions for Service Users, Carers and Relatives on 9th and 15th of February 2012. These were well attended.  
   | • The Director has visited the two care homes in 2012.  
   | • In April 2013, senior managers held a briefing session in the two care homes for staff, service users, carers and families.  
   | • A newsletter is being produced giving further information on the decision-making process and consultation process that supported the final decision and project timeline.  
   | • We will also continue to keep them updated via further newsletters, consultations and briefings.  |
| D |  |
| G |  |
| A |  |
| F | Not applicable (see Q4)  
   | Not applicable (see Q4)  |

**Q7. Please state how you have publicised the results of these consultation exercises, and what action you have taken in response**

| R | • Strategy published which takes into consideration feedback from stakeholders. Notes sent out as a result of engagement sessions.  
   | • Service Users, Carers, Relatives and referrals have access to newsletters available at the service and in Care Management offices.  |
| D |  |
| G |  |
| A |  |
| F |  |
| S | Not applicable (see Q4)  
   | Not applicable (see Q4)  |
| T | Not applicable (see Q4)  |
| M | • Strategy published which takes into consideration feedback from stakeholders. Notes sent out as a result of engagement sessions.  
   | • Service Users, Carers, Relatives and referrals have access to newsletters available at the service and in Care Management offices.  |
| P | Not applicable (see Q4)  
   |  |
Section 3 – Assessment of impact

Q8. Please describe any other relevant research undertaken to determine any possible impact of the proposed change

Key documents that will steer this development are;
- Putting People First 2007
- Transforming Social Care (Local Authority Circular (Department of Health) 2008
- Dementia Strategy 2011 - 2016
- Dignity Strategy
- Older People Joint Commissioning Strategy - Getting Personal 2009 - 2012
- Support Planning and Review Policy
- Validation of Support Plans and Personal Budgets in Enfield
- Enfield Risk Enablement Policy
- Personal and Sexual Relationship Policy
- Resource Allocation System (RAS) Policy
- Think Local, Act Personal Partnerships 2011
- Joint Strategic Needs Assessment (JSNA)

Q9. Please list any other evidence you have that the proposed change may have an adverse impact on different disadvantaged groups in the community

R  It should not have an adverse impact on any group.
D
G
A
F

S  Not applicable (see Q4)
T  Not applicable (see Q4)
M  It should not have an adverse impact on any group.

Q10. Could the proposal discriminate, directly or indirectly, and if so, is it justifiable under legislation? Please refer to the guidance notes under the heading, 7. Useful Definitions

- The assessment process will ensure that service user’s preferences are taken into account. Ensuring that we do not discriminate, directly or indirectly, against anyone.

Q11. Could the proposal have an adverse impact on relations between different groups? If so, please describe

- The assessment process will ensure that service user’s preferences are taken into account. Ensuring that we do not discriminate, directly or indirectly, against anyone.

Q12. How could this proposal affect access to your service by different groups in the community?

R  The assessment process will ensure that service user’s preferences are taken into account. Ensuring that we do not discriminate, directly or indirectly, against anyone.
D
G
A
F
S  Not applicable (see Q4)
The assessment process will ensure that service user’s preferences are taken into account. Ensuring that we do not discriminate, directly or indirectly, against anyone.

Q13. How could this proposal affect access to information about your service by different groups in the community?

- Improved quality of services available to all
- It will improve specialist provision
- We have a diverse staff group which will enable us in giving information to different groups in the community

Section 5 – Tackling socio-economic inequality

Q14. Will the proposal in any way specifically impact on communities disadvantaged through the following socio-economic factors? Please explain below. If it does not, please state how you intend to remedy this (if applicable to your service), and include it in the action plan

Communities living in deprived wards/areas
- Referrals to the scheme are in line with the Council’s open assessment, access process.
- People’s access to the scheme will be based on assessment of need - the facility is a dementia and continuing health care specialist service and individuals’ meeting the criteria will be entitled to access the scheme.
- The specification for the new facility emphasises the need to respect peoples’ individuality. Given that the scheme is deemed to be the clients’ home for the duration of their stay:
  - the service provider will need to create a community ethos in the scheme
  - Embracing all and being inclusive to all services users.
  - The service provider will be required to demonstrate their commitment to these principles through the design and build proposal they put forward.

People not in employment, education or training
- Recruitment to any new or vacant posts will be through a transparent and equal opportunity process.
- Training in some cases may be provided.

People with low academic qualifications
- Recruitment to any new or vacant posts will be through a transparent and equal opportunity process.
- Training in some cases may be provided.

People living in social housing
- Recruitment to any new or vacant posts will be through a transparent and equal opportunity process.
- Training in some cases may be provided.
- Referrals to the scheme are in line with the Council’s open assessment, access
People’s access to the scheme will be based on assessment of need - the facility is a dementia and continuing health care specialist service and individuals’ meeting the criteria will be entitled to access the scheme.

Most placements will be funded by the Council.

Referrals will be via the Council which can include self-funders if they meet the FACS (Fair Access to Care Services) criteria and if they choose to use our Brokerage Service.

The specification for the new facility emphasises the need to respect peoples’ individuality. Given that the scheme is deemed to be the clients’ home for the duration of their stay;

- the service provider will need to create a community ethos in the scheme
- Embracing all and being inclusive to all services users.
- The service provider will be required to demonstrate their commitment to these principles through the design and build proposal they put forward.

### Lone parents
- Recruitment to any new or vacant posts will be through a transparent and equal opportunity process.
- Training in some cases may be provided.

### People on low incomes
- Recruitment to any new or vacant posts will be through a transparent and equal opportunity process.
- Training in some cases may be provided.

### People in poor health
- Referrals to the scheme are in line with the council’s open assessment, access process.
- People’s access to the scheme will be based on assessment of need - the facility is a dementia and continuing health care specialist service and individuals’ meeting the criteria will be entitled to access the scheme.
- The specification for the new facility emphasises the need to respect peoples’ individuality. Given that the scheme is deemed to be the clients’ home for the duration of their stay;
  - the service provider will need to create a community ethos in the scheme
  - Embracing all and being inclusive to all services users.
  - The service provider will be required to demonstrate their commitment to these principles through the design and build proposal they put forward.

### Any other socio-economic factor
As detailed above

### Section 6 – Impact on staff

**Q15. How have you consulted, or otherwise engaged with, all relevant staff about this proposal (including any staff on sickness or maternity leave)?**

- Consultation with existing staff has been undertaken prior to proceeding with the development.
- Further consultation with council staff will continue until the care home is built.
- Transition will be fully planned and any contractual arrangements will be ensured to secure ease of transfer for both service users and staff to the new facility.
TUPE (Transfer of Undertakings Protection of Employment) does apply and will be built into the contract.

Q.16 If your proposal involves a staff restructuring, how have you discussed this with relevant trade unions?

- We are currently engaging the trade unions in discussions and HHASC procurement forward them regular updates.
- Transition planning will include engagement and consultation with trade unions and staff affected by the restructuring.
- Any restructuring will be handled in accordance with the Council’s Guidance on Managing Reorganisations.

Q17. Does job matching of existing staff against the new proposed staff structure, following any assimilation process, indicate that any particular groups of staff are adversely affected more than others?

- Job matching is yet to be completed.
- We do not however anticipate that the process will affect any particular group of staff.
- Recruitment to any new or vacant posts will be through a transparent equal opportunity process.
- Training in some cases may be provided.

Q.18 Are there any proposed changes to working hours, work locations or duties likely to have a negative impact on particular groups of staff?

- We will consult staff about any proposed changes to working hours, work locations or duties.
- Recruitment to any new or vacant posts will be through a transparent equal opportunity process.
- Training in some cases may be provided.

Section 7 - Miscellaneous

Q19. Do you plan to publicise the results of this assessment? Please describe how you plan to do this.

- This equality impact assessment/analysis will be available with the action plan on the Council’s website and by request.
- It will also be listed in the Council’s Equality and Diversity Scheme Annual Report.

Q20. How and when will you monitor and review the effects of this proposal?

- The Project Board and the Scrutiny Working Group will monitor and review this project at their monthly meetings.
- The sub groups will also be responsible for monitoring and reviewing this project to ensure that it does not impact on any disadvantaged communities specifically mentioned in this analysis.
- This proposal will also be reviewed as part of the next Retrospective Equality Impact Assessment/Analysis (after build) for this service as part of the Council’s three-year rolling programme.
14. Action plan template for proposed changes to service, policy or budget

Proposed change to, or new, service, policy or budget…Reprovision of Care Homes (Dual Registered)…………………….

Team:…HHASC Procurement & Contracting………………… Department:…Health, Housing and Adult Social Care………..

Service manager:.…Pauline Kettless…

<table>
<thead>
<tr>
<th>Issue</th>
<th>Action required</th>
<th>Lead officer</th>
<th>Timescale</th>
<th>Costs</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skills audit for staff</td>
<td>All staff need to complete a skills audit prior to transition planning for TUPE.</td>
<td>Marc Gadsby</td>
<td>TBA</td>
<td>Within existing budgets</td>
<td></td>
</tr>
<tr>
<td>Legal need to prepare specific advice on the implications for staff</td>
<td>Legal advice needs to be sent to all staff ensuring they are aware of any changes</td>
<td>Clara Diala</td>
<td>TBA</td>
<td>Within existing budgets</td>
<td></td>
</tr>
<tr>
<td>Produce quarterly bulletin for all stakeholders.</td>
<td>Ensure quarterly bulletins are sent out on time.</td>
<td>Peter Child</td>
<td>TBA</td>
<td>Within existing budgets</td>
<td></td>
</tr>
<tr>
<td>Consultation</td>
<td>Specification and Design of building</td>
<td>Peter Child</td>
<td>TBA</td>
<td>Within existing budgets</td>
<td></td>
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<tr>
<td>Transition planning for service users moving the new care home.</td>
<td>Marc Gadsby</td>
<td>TBA</td>
<td>Within existing budgets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff consultation re TUPE and jobs available</td>
<td>Marc Gadsby</td>
<td>TBA</td>
<td>Within existing budgets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure that standards of service are consistently met.</td>
<td>Develop Performance and Contract monitoring framework.</td>
<td>Pauline Kettless</td>
<td>TBA</td>
<td>Within existing budgets</td>
<td></td>
</tr>
<tr>
<td>Complete Job matching.</td>
<td>Ensure we meet Human Resources (HR) and legal requirements around TUPE.</td>
<td>Jane Parsley</td>
<td>TBA</td>
<td>Within existing budgets</td>
<td></td>
</tr>
<tr>
<td>Planning for service users and staff transition to new building</td>
<td>Ensure we plan appropriately for a smooth transition to the new building</td>
<td>Mame Gyang</td>
<td>TBA</td>
<td>Within existing budgets</td>
<td></td>
</tr>
</tbody>
</table>

APPROVAL BY THE RELEVANT ASSISTANT DIRECTOR - NAME…Bindi Nagra SIGNATURE……..Bindi Nagra