

**APPENDIX 3**



**Equality, Diversity, Cohesion and Integration Impact Assessment**

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration. In all appropriate instances we will need to carry out an equality, diversity, cohesion and integration impact assessment.

This form:

- can be used to prompt discussion when carrying out your impact assessment
- should be completed either during the assessment process or following completion of the assessment
- should include a brief explanation where a section is not applicable

<b>Directorate: Adult Social Care</b>	<b>Service area: Learning Disability</b>
<b>Lead person:</b> Noreen Metcalf	<b>Contact number:</b> 0113 3781912
Date of the equality, diversity, cohesion and integration impact assessment: 13 <sup>th</sup> June 2013 (first draft) 13 <sup>th</sup> Jan 2014 (Draft 9)	

**1. Title:** Learning Disability Community Support Service – Social Enterprise

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Is this a:

**Strategy /Policy**     
  **Service / Function**     
  **Other**

**If other, please specify:**  
**(insert right to request / provide)**

**2. Members of the assessment team:**

<b>Name</b>	<b>Organisation</b>	<b>Role on assessment team e.g. service user, manager of service, specialist</b>
Noreen Metcalf	LCC L/D Community Support Service	Business Change Leader
Carol Benson	LCC L/D Community Support Service	Business Change Leader
Don O'Connor	LCC L/D Community Support Service	Principal Area Service Manager

### 3. Summary of strategy, policy, service or function that was assessed:

#### Policy context

The Learning Disability Community Support Service is the Council's in-house provider of care services which provides support to over 1000 adults with learning disabilities with a staff team of over 700 staff. The service provides care and support services to some of the city's most vulnerable citizens and is highly regarded by the people who use the service as well as their family carers. The service has an annual budget of £20.9M of which £17.2M relates to employees.

The service is seeking to develop a social enterprise in the form of a staff led public service mutual:

- establish a vehicle that can deliver a long term sustainable future for the current service, protecting current high quality services and jobs;
- create a significant socially responsible employer in the city that can deliver 'good growth', the Living Wage and raise employment standards in the sector; and
- help mitigate cost pressures that the council is facing as a result of demographic pressures in learning disability services, which currently stand at £4M per year across Council and health budgets.

An Integrated Business Plan has been developed which clarifies the sustainability of the proposed staff mutual and identifies a range of benefits to the Council and the local community which supports the ambitions of the Council in relation to:

- Delivering the Better Lives programme
- Promoting sustainable and inclusive economic growth
- Becoming an efficient and enterprising Council

A range of different legislative and policy changes are driving the push to towards localism e.g. The Localism Act 2011, Health & Social Care Act 2012 and the Open Public Services White Paper. The thread underpinning this legislation and change in policy is the strong commitment to drive efficiency across public sector by opening up new styles of service delivery to voluntary and community enterprise sectors<sup>1</sup>.

<sup>1</sup> Open Public Services White Paper. (2011) Cabinet Office

In recognition of the market place, competition challenges, procurement rules and ultimately the fierce efficiencies faced by the public sector, opportunities have being created for public sector employees to request,<sup>2</sup> and provide, as staff led mutuals, a range of services that could be delivered nearer to the customers/carers who actually use them and in doing so give more power and control to the most vulnerable citizens of our society.

Reinforced by the early principles of the national agenda<sup>3</sup> these policies are making real the opportunities which will ensure that customers are able to choose, in a meaningful way, the service they want, from the provider they want, at the time they want it.

Customers and carers have long told us they don't care where their care comes from as long as it meets their needs at the time they need it<sup>4</sup>. We know customers want choice and control firmly in their hands, they want to have control over how their service is shaped to meet their changing needs through the course of their life<sup>5</sup>. We know too that they want local control over how services are delivered and we know tax payers want value for money<sup>6</sup>.

A social enterprise is a creative and radical approach to public service reform. A socially-owned company that reinvests any surplus it makes back into the community. Very simply, a social enterprise is a:

- progressive form of business with a place around the boardroom table for staff, managers and other stakeholders,
- hybrid between a public sector organisation and a business - encompassing the 'best of both' approach to achieving social good,
- organisation which, while not set up for private gain, uses the tools of business - trading, selling, investment - to achieve good in the community,
- force for generating 'added value' - investment, growth, community engagement employment.

This is not a 'privatisation' of current social care services. This will be a staff-led enterprise, with governance rights for customers and the community. The articles of association of this business will embed Leeds in its objectives and approach in adopting a new leadership style of civic enterprise, where the Council becomes more enterprising, businesses and partners become more civic, and citizens become more actively engaged in the work of the city and become rooted in the communities and social economy of the city<sup>7</sup>.

Should learning disability community support service (LDCSS) become a social enterprise we would be able to:

- Offer the chance to maintain fair terms and conditions for all staff as well as continued career opportunities,
- Create freedom and opportunities to build upon the achievements & efficiencies gained by LDCSS in recent years,
- Redirect any profit back to social care rather than into private hands,
- Maximise the influence of stakeholders in maintaining the quality of services and

<sup>2</sup> Right to Provide & Right to Request (2011) Dept of Health

<sup>3</sup> The Big Society (2010)

<sup>4</sup> Our Health, Our Care Our Say. (2016) Dept of Health

<sup>5</sup> A Strategy to Improve the Lives of People with Disabilities 2012 – 2015 Delivering Social Change.

<sup>6</sup> Open Public Service (2013)

<sup>7</sup> Best Council Plan 2013 - 2017

providing customers with better lives,

- Provide commissioners and customers with new alternatives for needed services.
- Build on LDCSS's position as a trusted provider of choice,
- Combine socially responsible civic values with the entrepreneurship and drive that come with staff ownership.

Leeds City Council<sup>8</sup> is the second largest metropolitan local authority in England covering 552 Sq. Kilometres. An area of great contrast it has densely populated inner-city areas with associated challenges of poverty and deprivation as well as the more affluent suburban and rural areas consisting of villages and market towns and shows a population of 751,500 living in 320,600 households<sup>9</sup>, a growth of 5% on the 2001 census.

To date LDCSS has demonstrated the ability to support customers to be able to challenge and overcome many of the social and physical barriers identified<sup>10</sup> by being able to live independently, contribute to and be a valued member of society and in doing this has gone some distance in achieving the principles of a much wider policy and legislative context<sup>11</sup>.

The creation of a social enterprise would present new opportunities and a variety of solutions that cut across a number of equality strands<sup>12</sup> and would make a difference to lives of customers with disabilities who live in Leeds and also provide measureable outcomes for the City of Leeds in particular:

- Reducing socio-economic inequalities by creating local employment across the city,
- Provide measurable opportunities for integration across employment and service,
- Heighten the profile of taking positive action creating initiatives such as "Safe Places",
- Support carers by offering a whole service experience,
- Heighten the profile of people with a learning disability through a variety of customer led initiatives supported by the customer involvement teams for e.g. Customer council, customer newsletters.

LDCSS as part of the Council has a strong history of performance, measurable outcomes and achievements. As a social enterprise this staff and customer led mutual could use the Commissioning for Better Outcomes<sup>13</sup> to enable more people, especially those most in need, to lead fulfilling lives, in enriching places and be and feel a part of a successful community. It might also secure funding to test innovative approaches to tackling some of our most complex issues using outcomes based commissioning<sup>14</sup>.

**4. Scope of the equality, diversity, cohesion and integration impact assessment**  
(complete - 4a. if you are assessing a strategy, policy or plan and 4b. if you are assessing a service, function or event)

**4a. Strategy, policy or plan**  
(please tick the appropriate box below)

The vision and themes, objectives or outcomes

<sup>8</sup> Best Council Plan 2013 - 2017

<sup>9</sup> 2011 Census

<sup>10</sup> Report of the Promoting Social Inclusion Working Group on Disability.

<sup>11</sup> United Nations Convention on the Rights of Persons with Disabilities (2009)

<sup>12</sup> Equality Act 2010

<sup>13</sup> Big Lottery Fund

<sup>14</sup> Cabinet Office Social Outcome Fund

The vision and themes, objectives or outcomes and the supporting guidance	<input type="checkbox"/>
A specific section within the strategy, policy or plan	<input type="checkbox"/>

<b>4b. Service, function, event</b> please tick the appropriate box below	
The whole service (including service provision and employment)	<input checked="" type="checkbox"/>
A specific part of the service (including service provision or employment or a specific section of the service)	<input type="checkbox"/>
Procuring of a service (by contract or grant)	<input type="checkbox"/>
<b>Please provide detail:</b>	
<p>We propose the creation of a Community Interest Company (CIC) - a legal form commonly used for social enterprises. The CIC structure ensures that assets are kept within the company and that most profits are applied for the furtherance of the organisation's objectives.</p> <p>The organisation will be (majority) owned by staff, who will benefit from this not in terms of financial gain, but through increased engagement, empowerment and control.</p> <p>To lead this new organisation, we will assemble a skilled and experienced Board of Directors, with a mix of business, social enterprise and clinical expertise and extensive community links.</p> <p>We will commit to the following:</p> <ul style="list-style-type: none"> <li>• To remain a socially responsible local employer, sustaining good quality jobs locally.</li> <li>• Maintaining a quality service for customers and commissioners, retaining our position as trusted provider of choice.</li> <li>• Deliver significant financial efficiencies.</li> </ul> <p>The Learning Disability Community Support Service is a provider of care and support for adults with learning disabilities in Leeds.</p> <p>The purpose of the Learning Disability Community Support Service is to deliver the very best possible services and outcomes to both customers and their families and carers to</p>	

ensure that they can benefit from all that the city has to offer and have better lives. The service aims to deliver quality services to our customers that will enhance the quality of their life.

The Learning Disability Community Support Service is split into three management areas that reflect the wider Council's geographical arrangements.

The Supported Living Service supports over 300 people in living in their own homes or in small group settings. The service is registered through the domiciliary care arrangement under the the Care Quality Commission (CQC). The service supports people to have better lives through the provision of quality housing, care and support services.

*“The concept of independent living is vital to improving the lives of disabled people in our society. Independent living is about all aspects of life – from basic needs for shelter and accommodation to more complex needs for society and participation in social activities.”<sup>15</sup>*

The Fulfilling Lives Service supports over 800 people through the provision of a range of opportunities for customers to engage in healthy, safe and fulfilling daytime activities.

The service also provides family carers with a break from their caring responsibilities. Just over half of the customers who attend our Fulfilling Lives Service live at home with family carers.

A wide range of activities are being delivered by community, voluntary and faith sector organisations in partnership with our service. We are helping to support customers to have better lives through our own services and these partnerships. This service is currently going through a significant transformation of its operational model which has seen investment into over 20 third sector partners and into spaces in universal services that has led to a disinvestment from in-house provision and buildings.

Respite and Emergency: The Respite Care Service offers an opportunity for over 200 customers each year to have short stays away from their family and gives family carers a break from their caring responsibilities. The Emergency Service provides a place for someone to stay in when an unplanned event occurs or their needs change. Customers can stay for up to three months whilst they are supported to move on to a more permanent setting. The Respite Care and Emergency Services are registered with the Care Quality Commission (CQC).

These three management areas are supported by a small central team that provides a range of functions and which leads on the transformation work.

- Maximise independence and reduce the need for care.
- Help people have a positive experience of care and support.
- Safeguard people from avoidable harm.

## **5. Fact finding – what do we already know**

Make a note here of all information you will be using to carry out this assessment. This

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<sup>15</sup> Report of the Promoting Social Inclusion Working Group on Disability.

could include: previous consultation, involvement, research, results from perception surveys, equality monitoring and customer/ staff feedback.

(priority should be given to equality, diversity, cohesion and integration related information)

Leeds presents as an increasingly diverse city with over 140 ethnic groups which include Black, Asian, and other minority ethnic groups representing almost 19% of the total population compared to 11% in 2001<sup>16</sup>.

LDCSS takes very seriously its commitment to stakeholder consultation. A communication strategy has identified a number of internal and external stakeholder groups and opportunities which include:

- Elected member briefings
- Executive board reporting
- Equality Matters Group
- Customer Involvement Teams (SSE, WNW, ENE)
- Customer council
- Annual Customer Satisfaction Survey
- Annual Stakeholder Satisfaction Survey
- Leeds Learning Disability Partnership Board
- Health Partners
- LDCSS Newsletter – Hard copy version
- LDCSS Newsletter – video version
- Carers Reference Group
- Changing Places Reference Group
- Trade union meetings
- Future Matters Group
- Equality & Diversity Matters Group
- Green Matters Group
- Health & Safety Matters Group

**Are there any gaps in equality and diversity information  
Please provide detail:**

**Action required:**

The service needs to continue to capture and monitor the data from a range of sources including the annual customer satisfaction survey

e.g.

- To ensure our staff make up is reflective of customers' needs (gender, religion, culture)
- To ensure our selection and recruitment process reflects geographical make up
- To ensure that our overall structure does not have any bias.

**6. Wider involvement – have you involved groups of people who are most likely to be affected or interested**

<sup>16</sup> Leeds – Best Council Plan 2013 - 2017

Yes

No

Please provide detail:

Action required:

To develop a communication plan /strategy to include 3<sup>rd</sup> sector and Health and implement following Executive Board Approval.

7. Who may be affected by this activity?

please tick all relevant and significant equality characteristics, stakeholders and barriers that apply to your strategy, policy, service or function

Equality characteristics

Age

Carers

Disability

Gender reassignment

Race

Religion or Belief

Sex (male or female)

Sexual orientation

Other

(for example – marriage and civil partnership, pregnancy and maternity, social class, income, unemployment, residential location or family background, education or skills level)

Please specify:

Staff, 3<sup>rd</sup> Sector & other similar type organisations whom we currently commission/grant fund.

Positive impact on local unemployment numbers, as providing apprentice types programmes for local people, both young people who want to get into this area of work and older people who perhaps are returners to work after a long period of ill health, or carer responsibilities.

Additionally this would see a significant and positive impact across the sector of the Living Wage<sup>17</sup> for new growth versus citizens who would otherwise be employed within the sector below the Living Wage.

Stakeholders

Services users

Employees

Trade Unions

<sup>17</sup> <http://www.livingwage.org.uk/what-living-wage>



Partners

Members

Suppliers

Other please specify Independent organisations offering similar services

**Potential barriers.**

Built environment

Location of premises and services

Information and communication

Customer care

Timing

Stereotypes and assumptions

Cost

Consultation and involvement

specific barriers to the strategy, policy, services or function

Please specify  
Political sensitivity

**8. Positive and negative impact**

Think about what you are assessing (scope), the fact finding information, the potential positive and negative impact on equality characteristics, stakeholders and the effect of the barriers

**8a. Positive impact:**

**Location of premises & services** - Customer bases will stay the same, there will be a new head office base which will be easily accessible.

**Information & communication** - All the information put out by LDCSS is timely, accurate and accessible. Currently customers enjoy and fully participate through customer involvement teams but as a “spun out” service customers will see and become more directly involved in “a flatter simpler structure, as a result they will see decision making and action at a much closer level for both customers and communities”<sup>18</sup>

**Customer care**

- Customer care has and always will be a priority.
- Improved consumer confidence

**Employed staff**

- Employees to join the organisation under TUPE Regulations.

<sup>18</sup> Best Council Plan 2013-2017

- Admitted Body Status.
- Replacement of temporary contracts with permanent contracts with
- Increased opportunities for career progression.
- Open commitment to paying the Living Wage what is traditionally considered a low paid sector.

**Timing – a)** We are keen to ensure that timing on the programme and the sharing of information is accurate and **b)** that in sharing information we manage expectations as far as practicable.

Leeds has recently being awarded Integrated Health and Social Care Pioneer status<sup>19</sup> in recognition that Leeds is all about aiming to go 'further and faster' to ensure that adults and children in Leeds experience high quality and seamless care. This may see opportunities for creating new interventions for integrated care and support.

LDCSS continuously seeks to measure outcomes with the aim of improving experiences and quality of care and support for the people of Leeds<sup>20</sup>. Reinforcing our commitment to focussing on the needs of people not organisations across the city the development of this service would provide opportunity and therefore further evidence of our commitment to local innovation and entrepreneurial readiness needed to improve services for local people whilst meeting city wide initiatives.

".....The health and social care economy must adapt quickly if we are to meet the rapidly changing needs of our communities<sup>21</sup>."

LDCSS has already worked with a variety of partners both health, 3<sup>rd</sup> sector and sport to deliver effective and successful outcomes using a broad range of integrated relationships and partnership working.

**Stereotypes & assumptions** - The LD service has a strong history and highly commendable track record in managing and delivering successful and wide scale change across the service and across the city demonstrated through the

- £65m Independent Living Project
- £5m Day Service Modernisation project
- £500,000 Changing Places programme through the direct commissioning and providing advice and expertise to outside bodies, as well as being lead provider across Yorkshire & Humberside.
- £2.25m specialist new build day service provision.
- Safe Places project which supports the Safer Cities initiative in creating a safer environment as well as improving community confidence and public satisfaction<sup>22</sup>

**Cost - Developing a public service mutual** is not a cost saving exercise, but it will enable the service to benefit from greater efficiencies that come with smaller organisations development of a public service mutual will;

- stimulate opportunities of economic growth
- create more diversity of organisational ownership leading to greater resilience
- Achieved longer term job creation and greater job security

<sup>19</sup> Demonstrating ambitious & innovative approaches to deliver person-centred, co-ordinated care & support.

<sup>20</sup> Report to: Health and Wellbeing Board Nov 20<sup>th</sup> 2013.

<sup>21</sup> Dr Andy Harris, GP, Chief Clinical Officer for NHS Leeds South & East Clinical Commissioning Group chair of Health & Social Care Transformation Board.

<sup>22</sup> Safer Leeds Partnership Plan 2008 - 2011

- Sustainable business succession
- Save money by offering people with complex needs interactive, stimulating day activities here in Leeds avoiding distant expensive residential homes away from their families.

Provide vehicle which will support LCC to deliver its enabling Corporate Centre programme.

**Consultation & involvement** a) Communication plan to develop & implement. b) To look at other public service mutual for lessons learnt.

In addition we will see

- Reduced absenteeism<sup>23</sup>
- Attraction and retention of talent / lower turnover<sup>24</sup>
- Increase opportunities for people with complex needs to attend day activities here in Leeds without having to attend often residential out of are services.

**Specific barriers to strategy, policy, service or function –**

This proposal to develop a public sector mutual is large scale, new to the authority but not dis-similar to other examples across the city.

**Action required:**

Team has successfully delivered a number of high value, high profile large scale change projects. At every stage of these projects lessons learnt workshops have been facilitated.

- The team will continue to refer to, reflect and consider lessons learnt from each past project with the aim of bringing good practice forward, as well as drawing on and heading off potential issues and problems
- The team is made up of a solid and well balanced mix of business and operational experience, knowledge and skills.
- The team have a high degree of professional acumen and having identified the gaps are clear on the skills, knowledge still needed.

**Location of premises & services –** Work to secure and achieve an accessible building.

**Information & communication –** Careful consideration put to the quality, quantity, content and style of communication and information put out. i.e. plain English, symbols, pictorial, language.

**Customer care –** Continue to work with customer involvement, customer council to ensure customers voice is heard and responded to.

**Timing –** Sensitivity applied to timing of launch of public service mutual, risk assessment workshops to identify likely issues.

**Stereotypes & assumptions –** If we continue to provide what we have always provided in a way we have always provided it ... then we will get what we have always got, the aim is to become an even more customer led and service orientated first choice provider of

<sup>23</sup> CBI Report Engaged employees' absence at 2.69 sick days v non-engaged at 6.19 sick days.

<sup>24</sup> The Corporate Leadership Council Report (2008) reduced staff turnover by 87% (due to high engagement)

quality services.

**Cost** – The financial model

**Consultation & involvement** – Meetings across the city continue, issues raised and fed back for comments, consideration and responses.

**Specific barriers to strategy, policy, service or function** –

To look at lessons learnt as to reasons both education & ALMOs are now back in

## 8b. Negative impact:

**Location of premises & services** – Not expected

**Information & communication** - Not expected

**Customer care** – Not expected

**Timing** – Slow speed = increased anxiety. . b) Action plan in accordance with the programmes identified by Executive Board.

**Stereotypes & assumptions** - The change in employer is expected to be challenged through the Trades Unions on the basis that the the national line is opposed to any form of externalisation

**Cost?** There are additional costs related to the level of pension contribution – though this has been adressedin the overasll business plan.

**Consultation & involvement** – Workshops to be kept to a manageable size allowing all to have opportunity to ask and have answered questions. Develeopment of FAQs to support staff and other stakeholders with the process

Specific barriers to strategy, policy, service or function

### **Action required:**

Delivery of engagement plan to ensure all stakeholders have opportunity to be consulted and reassured though the consultation and implementation periods

**Location of premises & services**

**Information & communication** - To ensure our customer & contact database is up to date.

**Customer care & consultation & involvement** – Continue customer involvement, customer council liaison meetings, ensure any complaints that come in are dealt with quickly and with positive outcomes.

**Timing** – Acknowledge that might never be a right time, but to undertake work to ensure the best time for the service to develop as a publics sector mutual.

**Stereotypes & assumptions** – a) Explored all known alternative models as proposed by trade union colleagues. b) Explored all known legal models.

**Cost / Finance** – For full financial plan see integrated Business Plan

**Specific barriers to strategy, policy, service or function – Forecast**

**9. Will this activity promote strong and positive relationships between the groups/communities identified?**

Yes

No

**Please provide detail:**

As a social enterprise we will be able to respond directly and more quickly to needs, the decision making process is likely to be swifter which in turn will see outcomes and actions more noticeable and more quickly.

The relationship will be significantly more equitable across all city wide providers in that we too will have submitted contract applications in exactly the same way.

Additionally the spinning will prompt  
Industry improved business performance and

Greater opportunity for

- entrepreneurship and innovation
- employee commitment and engagement
- Increased
- economic resilience
- financial stability for the local economy
- opportunities for self-determination /can do attitude (business model)
- sense of workplace community

Customers will see:

- higher level and opportunity for engagement
- Higher levels of customer satisfaction<sup>25</sup>

Employees will see;

- Greater levels of engagement and therefor creativity<sup>26</sup>
- overall better opportunities for the workforce
- increasing productivity, innovation and developing the potential of the workforce in areas of high deprivation where entrepreneurs are needed<sup>27</sup>
- personal health and wellbeing
- job security and prospects
- increased opportunity for people with a disability into work, currently 64% of working age people with a disability are economically inactive<sup>28</sup>

<sup>25</sup> NHS Patient satisfaction reports higher in engaged employee/customer satisfaction surveys.

<sup>26</sup> 59% of more engaged “v” 3% less engaged (Gallup 2007)

<sup>27</sup> <http://www.equalityhumanrights.com/legal-and-policy/consultation-responses/response-to-government-consultation-implementing-employee-owner-status/>

<sup>28</sup> Labour Force Survey Quarter 1 2009

- Opportunity to provide increased flexibility for disabled people 21% of economically inactive people of working age with a disability
- stated that modified hours or reduced work days would encourage them
- to seek employment.

Furthermore

- financial stability through greater disposable income
- opportunities for self determination
- opportunity for career development and progression
- increased engagement and therefore higher productivity<sup>29</sup>

Society in general will see:

- More equitable business model
- Improved and sustained local employment
- Stronger local supply chain
- Stronger community empowerment and responsibility
- Retention of associated jobs and skills & therefore wealth in the local community
- Strong ties with local community and therefore links with local supply chain.
- Opportunity for community involvement through entrepreneurship, innovation and new ways of working.<sup>30</sup>

#### Action required:

Lessons learnt from other organisations

- Work to raise awareness of social enterprise, its impact on service provision, on the workforce and the local economic areas.
- Deliver a confident thought through consistent message
- Be honest, transparent about the business case
- Be honest and transparent about the alternatives

#### 10. Does this activity bring groups/communities into increased contact with each other? (e.g. in schools, neighbourhood, workplace)

Yes

No

#### Please provide detail:

The development and subsequent launch of the mutual will;

- Provide a much more defined separation of the commissioning /providing role of the authority.
- Put the social enterprise firmly in the market as an equal contender for contracts and new business.

#### Action required:

To consider the relationships, and how best to separate from the dependencies of the public sector given the strong historical financial, support function, personal, professional

<sup>29</sup> <http://cdn1.engageforsuccess.org/wp-content/uploads/2012/09/The-Evidence.pdf>

<sup>30</sup> <https://www.gov.uk/queens-awards-for-enterprise>

and social relationships and expectations currently had/enjoyed.

To identify

- Brand
  - To undertake a branding exercise
- Financial
  - As per IBP

Support functions required

- To withdraw from purchasing controls in a planned way which supports the enabling corporate centre programme.
- Finance
- Legal
- HR
- Marketing

Relationships

- Programme to extract over a period of time from local authority.
- Risks to
  - Local authority
  - Social enterprise

**11. Could this activity be perceived as benefiting one group at the expense of another?** (e.g. where your activity/decision is aimed at adults could it have an impact on children and young people)

Yes

No

**Please provide detail:**

**Action required:**

## 12. Equality, diversity, cohesion and integration action plan

(insert all your actions from your assessment here, set timescales, measures and identify a lead person for each action)

Action	Timescale	Measure	Lead person
Lead LD Service into SE	As per programme		Andy Rawnsley – Head of Service
Section 1 n/a			
Section 2 n/a			
Section 3 n/a			
Section 4 n/a			
Section 5 Undertake service wide equality & diversity data capture	Janurary 2014	Complete and up todate picture of equality & diversity data of current staff, customers.  Picture of emerging needs	Noreen Metcalf - Business Change Leader Marie Simpson – PASM Chair Equality matters group. J Budden – Quality & performance
Section 6 Develop Engagement plan	December 2013		Carol Benson – Business Change Leader
Successful path through Excutive Board	February 2014	Authority from Executive Board to consult.	Andy Rawnsley - HoS
Implement Engagement plan	February 2014	Level of anxiety displayed across customers and staff & trade union colleagues.	Andy Rawnsley ) Stakeholders Neil Morrisroe ) Staff ) Families ) Unions ) Customers



Action	Timescale	Measure	Lead person
<p>Section 7</p> <p>Identify impact on corporate back office functions</p> <p>Identify impact on local market &amp; economy</p> <p>The achieve the right balance of information, communication and involvement.</p> <p>Location of premises &amp; service</p> <p>Timing</p> <p>Cost</p> <p>Customer care</p>	<p>See August 2013 IBP</p> <p>See August 2013 IBP</p> <p>February 2014 to May 2014</p> <p>February 2014</p>	<p>Achievable cost, benefit impact that supports corporate centre, corporate wide business initiatives.</p> <p>Confirmation of increased benefits to both market and economy and most importantly to customers who will have increased choice.</p> <p>Achievement of high degree of support through comms implementation plan to produce timely and appropriate information across a range of stakeholders using a range of mediums</p> <p>Customers/carers will see no change in quality of service received. Before &amp; after survey results</p> <p>Controlled roll out of programme &amp; implementation</p> <p>Customers/carers will see no change in quality of service received.</p>	<p>Andy Rawnsley – HoS Programme Office</p> <p>Marketing knowledge to confirm</p> <p>Andy Rawnsley – HoS Neil Morrisroe – Service Delivery Manager</p> <p>Customer invovlement team Andy Rawnsley - HoS Neil Morrisroe – Service Delivery Manager Customer Involvement Team</p> <p>Customer invovlement team All staff</p>

Action	Timescale	Measure	Lead person
<p>Stereotypes &amp; Assumptions</p> <p>Change in local or national policy.</p>		<p>Before &amp; after survey results</p> <p>No. of complaints /Compliments received</p> <p>Break the myths associated with moving to a social enterprise model. Survey before &amp; after.</p> <p>Public sector mutual agenda is strengthened through informed practice, knowledge and current fit for purpose data or significant change in national or local policy and decision made to cease for time being all idea of the development of a public sector mutual.</p>	<p>J Budden – Service Improvement</p> <p>Andy Rawnsley – HoS</p>
<p>Section 8a</p> <p>Consider pulling together within one document key lessons learnt from previous large scale projects in particular relation to consultation, customer involvement &amp; satisfaction</p>	<p>From February 2014</p>	<p>Overarching document providing all the good &amp; bad lessons learnt.</p> <p>Identify early warning signs and provide thinking time to mitigate against them.</p> <p>Be able to apply and avoid/implement actions that mitigate up and coming issues?</p> <p>Also allocate people to skills and</p>	<p>Noreen Metcalf</p>

Action	Timescale	Measure	Lead person
Location & Premises (Level access, central and accessible via public transport.	Summer 2014	particular expertise?  Have brought together a portfolio of potential properties that are fit for purpose/fit for the future and cost effective within a timescale that allows for negotiation.	Noreen Metcalf David Brown
Information & Communication – to ensure correct medium used to communicate and share information	February 2014	All customers /stakeholders will be know what is happening, know when it is happening and will have an understanding of the impact the proposed change will have.	Andy Rawnsley Neil Morrisroe Customer Involvement Team
Customer care	From February 2014	Customers and carers will be reassured, have confidence in and have their questions answered quickly and accurately by well informed local support workers. Level of anxiety will be the measure of this action.	Andy Rawnsley Neil Morrisroe Customer Involvement Team Rebecca Hiem – (Publications & visual information)
Timing			Local support staff
Stereotypes & Assumptions			Andy Rawnsley – HoS
Cost			Neil Morrisroe – Service Delivery Manager
Consultation & Involvement	From February 2014 onwards	Confidence will be increased through area meetings, questions raised will likely become more specific & individual  Despite other L/A service going out	Local care & support staff  Andy Rawnsley – HoS



Action	Timescale	Measure	Lead person
Costs			
<p>Section 9</p> <p>Lesson learnt from other organisations outside of Leeds, outside of the area.</p> <p>Identify networks of support with measurable experience.</p>	<p>From February 2014</p>	<p>To identify a range of mutuals particularly from other authorities following the development of their mutuals to learn lessons and build relationships.</p> <p>Measure – to secure solid peer group networks &amp; contacts. To become industry success.</p>	<p>Andy Rawnsley HoS</p>
<p>Section 10</p> <p>Brand</p> <p>Finance</p> <p>Support functions</p>	<p>By launch</p>	<p>Brand is recognised as separate from L/A but retaining quality, confidence and value for money and still be able to meet all identified LDQM targets.</p> <p>Finance stacks up and there is no detriment/greater benefits to one group over another.</p> <p>Support functions are much more individually measurable, with meaningful outcomes and more control over change than previously able to have (due to governance constraints)</p>	<p>Andy Rawnsley David Brown (LDQM lead)</p>

<b>Action</b>	<b>Timescale</b>	<b>Measure</b>	<b>Lead person</b>

**13. Governance, ownership and approval**

State here who has approved the actions and outcomes from the equality, diversity, cohesion and integration impact assessment

Name	Job Title	Date
Andy Rawnsley	Head of Service	

**14. Monitoring progress for equality, diversity, cohesion and integration actions** (please tick)

- As part of Service Planning performance monitoring
- As part of Project monitoring
- Update report will be agreed and provided to the appropriate board  
Please specify which board
- Other (please specify) as part of the business case

**15. Publishing**

This Equality, Diversity, Cohesion and Integration impact assessment will act as evidence that due regard to equality and diversity has been given.

If this impact assessment relates to a **Key Delegated Decision, Executive Board, full Council** or a **Significant Operational Decision** a copy should be emailed to Corporate Governance and will be published along with the relevant report.

A copy of **all other** Equality and Diversity, Cohesion and Integration impact assessment's should be sent to [equalityteam@leeds.gov.uk](mailto:equalityteam@leeds.gov.uk). For record keeping purposes it will be kept on file (but not published).

<b>Date impact assessment completed</b>	<b>06.01.14 (latest draft (9))</b>
If relates to a Key Decision – <b>date sent to Corporate Governance</b>	<b>13.01.14</b>
Any other decision – <b>date sent to Equality Team</b> <b>(<a href="mailto:equalityteam@leeds.gov.uk">equalityteam@leeds.gov.uk</a>)</b>	