

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

Directorate: Adult Social Care	Service area: Learning Disability
Lead person: Noreen Metcalf	Contact number: 0113 3781912
Date: 13 th June 2013, Review Feb 2014, Review Oct 2014 Further Review January 2015	

1. Title: Learning Disability Community Support Service – Social Enterprise
Is this a:
<input type="checkbox"/> Strategy /Policy <input type="checkbox"/> Service / Function <input checked="" type="checkbox"/> Other
If other, please specify:
(insert right to request / provide)

2. Members of the assessment team:

Name	Organisation	Role on assessment team e.g. service user, manager of service, specialist
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
Marie Simpson	LCC L/D Community Support Service	Principal Area Service Manager
Peter Boyes	LCC L/D Community Support Service	Principal Area Service Manager
David Brown	LCC L/D Community Support Service	Contract Manager ILP

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

Policy context

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 sectors¹.

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,² 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 agenda³ 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 it⁴. 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 life⁵. We know too that they want local control over how services are delivered and we know tax payers want value for money⁶.

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 through a range of economic, social and environmental commitments . 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 mutual, with governance rights for customers and the wider community. The rules of this business will embed Leeds aspirations in its objectives and approach in adopting a new leadership style of civic enterprise, where the Council becomes more enterprising, businesses and

¹ Open Public Services White Paper. (2011) Cabinet Office

² Right to Provide & Right to Request (2011) Dept of Health

³ The Big Society (2010)

⁴ Our Health, Our Care Our Say. (2016) Dept of Health

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

⁶ Open Public Service (2013)

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 city⁷.

In becoming a social enterprise the learning disability community support service (LDCSS) would be able to:

- Offer the chance to maintain fair terms and conditions for all staff as well as continued career opportunities and therefore improve economic living conditions⁷,
- 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 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 employee ownership.
- Use our position in the market to heighten the profile of and drive forward the Social Value agenda.

Leeds City Council⁸ 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 households⁹, 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 identified¹⁰ by being able to live independently, contribute to and be a valued member of the wider community and in doing this has gone some distance in achieving the principles of a much wider policy and legislative context¹¹.

The creation of a social enterprise would present new opportunities and a variety of solutions that cut across a number of equality strands¹² and would make a difference to lives of customers with disabilities who live in Leeds and also provide measureable outcomes for the local Leeds economy through a range of Social Value¹³ measures that include;

- 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",
- Supporting family and 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.

⁷ Best Council Plan 2013 - 2017

⁸ Best Council Plan 2013 - 2017

⁹ 2011 Census

¹⁰ Report of the Promoting Social Inclusion Working Group on Disability.

¹¹ United Nations Convention on the Rights of Persons with Disabilities (2009)

¹² Equality Act 2010

¹³ Public Services (Social Value) Act 2012

LDCSS as part of the Council has a strong history of performance, measurable outcomes, outputs and achievements. As a social enterprise this staff and customer led mutual could use Commissioning for Better Outcomes¹⁴ 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 through direct influence. It might also secure funding to test innovative approaches to tackling some of our most complex issues using outcomes based commissioning¹⁵.

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	<input type="checkbox"/>
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"/>

4b. Service, function, event

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"/>

Please provide detail:

We propose the creation of a Community Benefit Society¹⁶ a legal form with credible history used for social enterprises. The Society's structure ensures that assets are kept within the company and that profits are applied for the furtherance of the organisation's objectives.

¹⁴ Big Lottery Fund

¹⁵ Cabinet Office Social Outcome Fund

¹⁶ Community Benefit Society Act 2014

The organisation will be staff led, who will benefit from this not in terms of financial gain, but through increased engagement, empowerment and control.

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.

We will commit to the following:

- To remain a socially responsible local employer, sustaining good quality jobs locally.
- Maintaining a quality service for customers and commissioners, retaining our position as trusted provider of choice.
- Deliver significant efficiencies year on year.

The Learning Disability Community Support Service is a provider of care and support for adults with learning disabilities in Leeds.

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

The Learning Disability Community Support Service is split into four 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 domicillary 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.”¹⁷

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

¹⁷ Report of the Promoting Social Inclusion Working Group on Disability.

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 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.

Emergency Service provides a place for someone to stay in when an unplanned event occurs or their needs or circumstances suddenly 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.

5. Fact finding – what do we already know

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 2001¹⁸.

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 & Diversity Matters Group
- Customer Involvement Teams (SSE, WNW, ENE)
- Customer council
- 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
- Green Matters Group
- Health & Safety Matters Group

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

¹⁸ Leeds – Best Council Plan 2013 - 2017

Action required:

Using both our internal quality and performance measuring systems and other forms of specific data capture we will continue to collect quantitative and qualitative data that will help us identify and respond to the ever changing socio, economic and demographic needs;

For 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 sub-conscious or otherwise
- Identify market trends that enable use to respond to service needs quickly, efficiently and in a way that provides flexibility

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

Yes No

Please provide detail:

Action required:

Use our communication plan /strategy which includes 3rd sector and Health to inform and consult with a range of partners.

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

<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Carers	<input checked="" type="checkbox"/> Disability
<input type="checkbox"/> Gender reassignment	<input type="checkbox"/> Race	<input type="checkbox"/> Religion or Belief
<input type="checkbox"/> Sex (male or female)	<input type="checkbox"/> Sexual orientation	
<input checked="" type="checkbox"/> 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, 3rd Sector & other similar type organisations whom we currently commission/grant fund.

Positive impact on local unemployment figures, as providing a number of apprenticeships and similar types of opportunities through a range of employee and skill led initiatives or 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 this sector with a particular reference to the Living Wage¹⁹ for citizens who would otherwise be employed within the sector below the Living Wage.

Stakeholders

Services users

Employees

Trade Unions

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

8a. Positive impact:

¹⁹ <http://www.livingwage.org.uk/what-living-wage>

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”, and as a result everybody will see and benefit from “decision making and action at a much closer level for both customers and communities”²⁰

Customer care

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

Employed staff

- Employees shall join the come across under TUPE Regulations.
- Admitted body status.
- Replacement of temporary contracts with permanent contracts with
- Increased opportunities for career progression.

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 status²¹ 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 will 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 Leeds²². Reinforcing our commitment to focussing on the needs of people not organisations across the city the continued development of this service would provide greater opportunity and therefor 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 communities²³.”

LDCSS has already worked with a variety of partners both health, 3rd 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

²⁰ Best Council Plan 2013-2017

²¹ Demonstrating ambitious & innovative approaches to deliver person-centred, co-ordinated care & support.

²² Report to: Health and Wellbeing Board Nov 20th 2013.

²³ Dr Andy Harris, GP, Chief Clinical Officer for NHS Leeds South & East Clinical Commissioning Group chair of Health & Social Care Transformation Board.

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 satisfaction²⁴

Cost - Developing a public service mutual is not primarily 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 for community economic growth
- Create more diversity of organisational ownership leading to greater resilience
- Achieve longer term job creation and greater job security
- Sustainable business succession
- Save money by offering people with complex needs interactive, stimulating day activities here in Leeds avoiding distant expensive residential care away from their families.

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

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

In addition we will see

- Reduced absenteeism²⁵
- Attraction and retention of talent / lower turnover²⁶
- Increase opportunities for people with complex needs to attend day activities here in Leeds without having to attend often residential out of area 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 dissimilar 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

²⁴ Safer Leeds Partnership Plan 2008 - 2011

²⁵ CBI Report Engaged employees' absence at 2.69 sick days v non-engaged at 6.19 sick days.

²⁶ The Corporate Leadership Council Report (2008) reduced staff turnover by 87% (due to high engagement)

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 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 who 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 status is expected to be challenged by the trade unions.

Cost? There are additional costs related to the level of pension contribution – though this has been addressed in the overall business plan.

Consultation & involvement – Workshops to be kept to a manageable size allowing all to have opportunity to ask and have answered questions.

Specific barriers to strategy, policy, service or function

Action required:

Location of premises & services

Information & communication - To maintain customer & contact database. .

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 there might never be a right time, but to undertake work to ensure the best time for the service to develop as a public sector mutual.

Stereotypes & assumptions – a) Explored and responded to all known alternative models as proposed by trade union colleagues. b) Explored and responded to 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 Public Sector Mutual 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.

We will be able to meet the objectives of the Social Value Act in a way that is not only meaningful but much more tangible.

Additionally the spinning will prompt

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, families and carers-will see:

- higher level and opportunity for engagement

- higher levels of customer satisfaction²⁷
- greater opportunities to be involved in local community influence and decision making.
- services that are reliable, flexible, responsive and fit for purpose.

Employees will see;

- greater levels of engagement and therefore creativity²⁸
- overall better opportunities for the workforce
- increasing productivity, innovation and developing the potential of the workforce in areas of high deprivation where entrepreneurs are needed²⁹
- 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 inactive³⁰
- opportunity to provide increased flexibility for disabled people 21% of economically inactive people of working age with a disability

Furthermore

- financial stability through greater disposable income
- opportunities for self determination
- opportunity for career development and progression
- increased engagement and therefore higher productivity³¹

The local community in general will see:

- more equitable business model that gives back tangible benefits
- 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.³²

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
- Be receptive to new changes
- To be ready and able therefore to respond quickly and confidently to legislative or political changes in terms of compliance that the social enterprise in establishing is able to wholly benefit from.

²⁷ NHS Patient satisfaction reports higher in engaged employee/customer satisfaction surveys.

²⁸ 59% of more engaged “v” 3% less engaged (Gallup 2007)

²⁹ <http://www.equalityhumanrights.com/legal-and-policy/consultation-responses/response-to-government-consultation-implementing-employee-owner-status/>

³⁰ Labour Force Survey Quarter 1 2009

³¹ <http://cdn1.engageforsuccess.org/wp-content/uploads/2012/09/The-Evidence.pdf>

³² <https://www.gov.uk/queens-awards-for-enterprise>

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.
- Become an employer of choice in relation to the development of local employment and skills partnerships across schools, colleges

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 and social relationships and expectations currently had/enjoyed.

To identify

- Brand
 - To undertake a branding exercise
- Financial
 - As per Business Plan

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	Maintaining programme key dates	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. SCStrickland – Quality & performance L Keedy – Recruitment /staff
Section 6 Develop & maintain Communication plan	December 2013 October 2014	Communication and information shared in a timely manner	Carol Benson – Business Change Leader
Successful path through Excutive Board	February 2014	Authority from Executive Board to consult.	Paul Broughton – Chief Officer
Implement Comms plans	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 & economy & include social value impact assessment</p> <p>To achieve the right balance of information, communication and involvement.</p> <p>Location of premises & service</p> <p>Timing</p>	<p>See August 2013 IBP</p> <p>See August 2013 & Followup Geldards September 2014 IBP</p> <p>February 2014 to October ay 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 & after survey results.</p> <p>Controlled roll out of programme & implementation</p>	<p>Andy Rawnsley – HoS</p> <p>Marketing knowledge to confirm, Social Impact - Andy Rawnsley, Neil Morrisroe & Noreen Metcalf</p> <p>Andy Rawnsley – HoS Neil Morrisroe – Service Manager</p> <p>Customer invovlement team</p> <p>Andy Rawnsley - HoS Neil Morrisroe – Service Manager Customer involvement team LDQM team</p>

Action	Timescale	Measure	Lead person
<p>Customer care</p> <p>Stereotypes & Assumptions</p> <p>Change in local or national policy.</p>	<p>Continued monitoring & responding to queries, question & concerns</p> <p>Continued information sharing crossing & checking</p> <p>Ongoing monitoring through compliance</p>	<p>Customers/carers will see no change in quality of service received. Before & 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 & 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>Customer involvement team J Budden – Service Improvement Andy Rawnsley – HoS</p> <p>Customer involvement team L Keedy Employment engagement</p> <p>Andy Rawnsley – HoS / Team</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 & satisfaction</p>	<p>From February 2014</p>	<p>Overarching document providing all the good & 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</p>	<p>Noreen Metcalf /Natasha Hudson</p> <p>Andy Rawnsley & Andy Eaton</p>

Action	Timescale	Measure	Lead person
Location & Premises (Level access, central and accessible via public transport.	Summer 2014	actions that mitigate up and coming issues? Maintain shared risks, and issues log, and identify risk allocation. Also allocate people to skills and particular expertise?	Noreen Metcalf David Brown / Shelagh Crossley
Information & Communication – to ensure correct medium used to communicate and share information	February 2014	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.	Andy Rawnsley Neil Morrisroe Customer Involvement Team
Customer care	From February 2014	All customers /stakeholders will 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 Rebecca Hiem – (Publications & visual information)
Timing Stereotypes & Assumptions	From February 2014 onwards	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. Through variety of	Local support staff

Action	Timescale	Measure	Lead person
Consultation & Involvement	From February 2014	<p>mediums.</p> <p>Confidence will be increased through area meetings, questions raised will likely become more specific & individual</p>	<p>Andy Rawnsley – HoS</p> <p>Neil Morrisroe – Service Manager</p> <p>Local care & support staff</p>
Specific barriers to strategy policy service or function	From February 2014	<p>Despite other L/A service going out and coming back in (Education, ALMOs) LD public sector mutual development will have provided the highest degree of confidence to enable it to be wholly supported corporately.</p>	<p>Andy Rawnsley – HoS</p>
<p>Section 8b (Negative impact)</p> <p>Stereotypes & Assumptions – TU colleagues – anxiety re change of employer</p>	From February 2014	<p>Increased confidence through working together to arrive at an accepted position with trade union colleagues to answer and overcome issues, queries and concerns relating to TUPE arrangements.</p> <p>Increased confidence from staff who will be able to secure permanent contracts which will undoubtedly have significantly increased personal financial benefits ie. securing</p>	<p>Andy Rawnsley HoS / Neil Morrisroe</p> <p>Local TU officials</p> <p>Local TU reps</p> <p>Local staff</p>

Action	Timescale	Measure	Lead person
<p>Stereotypes & assumptions – Legal status of public sector mutuals.</p>		<p>mortgage, career progression, Living Wage, voting rights in the social enterprise.</p> <p>Commitment to maintain the collective bargaining recognition agreement recognition</p> <p>Demonstration of confidence across stakeholders that the SE has being able to take advantage of the implementation of amended Communities Benefits Society legislation in April 2014 and now together with the outcomes of the Social Value Act can achieve not only its objectives but also a positive and measurable impact across a wider community.</p>	<p>Andy RawnsleyHoS Independent Legal advice.</p> <p>Andy Ranwsley / Team</p>
<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 particulary from other authorities following the development of their mutuals to learn lessons and build relationships.</p> <p>Measure – to secure solid peer group networks & contacts.</p>	<p>Andy Rawnsley HoS / Team & Cabinet Office support.</p>

Action	Timescale	Measure	Lead person
<p>Section 10</p> <p>Brand</p> <p>Finance</p> <p>Support functions</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) Cabinet Office support Carol Benson Neil Morrisroe</p>

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	February 2014

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. For record keeping purposes it will be kept on file (but not published).

Date impact assessment completed	October 2014
If relates to a Key Decision – date sent to Corporate Governance	17th October 2014
Any other decision – date sent to Equality Team (equalityteam@leeds.gov.uk)	