

Equality, Diversity, Cohesion and Integration Screening

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.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions. Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

| | |
|---------------------------------------|-----------------------------|
| Directorate: Adult Social Care | Service area: Adults |
| Lead person: Nyoka Fothergill | Contact number: |

1. Title: Adult Social Care Systems Review Project

Is this a:

Strategy / Policy

 ~~Service / Function~~

 ~~Other~~

If other, please specify – Replacement of Adult Social Care Case Management System

2. Please provide a brief description of what you are screening

This screening tool will look at the relevance of ‘Equality’ in regards to the implementation of a new Adult Social Care Case Management System. This will be delivered through the Adult Social Care Systems Review Project.

There are numerous activities involved with the implementation of a new case management system and these are set out below to demonstrate the scope of the Adult Social Care Systems Review project:

1. The scoping of business requirements, planning and implementation of changes to the Adult Social Care Case Management System.
2. The systematic improvement of the quality of Adult Social Care client data, as held in

the current

case management system in preparation for 'data migration' to the new system.

3. The improvement of the speed and usability of the case management interface.
4. The development and promotion of 'off line' usage in a wider variety of locations – in support of the 'Changing The Workplace' principles.
5. The facilitation of improved reporting capabilities across Adult Social Care.
6. The reduction of duplication of recording, with regard to data input tasks.
7. The facilitation and development of 'sharing information' solutions with other stakeholders in the health and social care sector.

The activity outlined above is only one element of Adult Social Care business change activity that is contributing to the 'Transformation of Adult Social Care Services' agenda which has a direct impact on service users and staffing groups across Leeds.

However, the replacement of the current case management system mainly impacts internally on social work staff and other administrative functions aligned to the assessment and case management processes. The impact on service users is external and they should experience a 'direct benefit' from the implementation of a new case management system. The vision for the new system is to have a better service user interface whilst providing more up to date and timely information following the assessment/review process.

The project will therefore impact on a wide spectrum of stakeholders, with implications for finance processes, staffing and resource allocation, job specifications, staff training and business support requirements and ongoing stakeholder engagement and communication strategies.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation and any other relevant characteristics (for example socio-economic status, social class, income, unemployment, residential location or family background and education or skills levels).

| Questions | Yes | No |
|---|------------|-----------|
| Is there an existing or likely differential impact for the different equality characteristics? | x | |
| Have there been or likely to be any public concerns about the policy or proposal? | x | |
| Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by | x | |

| | | |
|---|---|--|
| whom? | | |
| Could the proposal affect our workforce or employment practices? | x | |
| Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations | x | |

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?**

(think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

It is difficult for a replacement case management system proposal to be viewed as a priority in the current economic climate. However it is important to recognise that these 'technology components' form the basis of a technical infrastructure that supports us to improve care outcomes and improve services whilst enabling us to measure quality. The vision of the new system is to have a better user interface whilst providing more up to date and timely information following the assessment/review process.

The projects role is to engage all areas of the Adult Social Care service through workshops, scoping requirement meetings and feedback events. In addition to these activities there is an ongoing Business Systems Transformation (BST) team capturing the 'end-to-end' assessment and case management process and analysis of operational practices.

This work has provided Adult Social Care with business intelligence and a gap analysis which has enabled the team to formulate a tactical 'to be' process that is more streamlined and fit for operational purpose. This 'to be' process has formed the baseline for the development of the replacement systems statement of requirements (SOR) which is a vital requirement for linking people to process and technology.

With every proposed change to the current processes and practice, there have been

consultation sessions with workers across all levels of the operational teams. This analysis and feedback has been incorporated into the replacement systems project core business plan and any products emerging from the identified requirements have formed the basis of the future replacement system model.

The 'to be' process that is currently being proposed is a 'tactical change' due to the emerging requirements for health and social care integration. At this stage the focus is on 'sharing information' with partners as opposed to shared systems as this meets the current positions of both health and social care system requirements in the interim period.

Consultation with key stakeholders: -

DIRECTORATE SENIOR MANAGEMENT TEAM – lead officer process owners
SERVICE DELIVERY MANAGERS – lead operational process owners
TEAM MANAGERS – via involvement in workshops
FINANCE – via involvement in workshops
COMMISSIONING AND CONTRACTS –via involvement in workshops
SAFEGUARDING UNIT - via involvement in workshops
AREA SOCIAL WORK TEAMS - involvement in workshops
PERFORMANCE AND REPORTING - involvement in workshops
ORGANISATIONAL DEVELOPMENT - involvement in workshops
HOSPITAL SOCIAL WORK TEAMS - involvement in workshops
JOINT CARE MANAGEMENT TEAMS - involvement in workshops
SPECIALIST SOCIAL WORK TEAMS - involvement in workshops
LEARNING DISABILITIES - involvement in workshops
MENTAL HEALTH - involvement in workshops
BUSINESS SUPPORT - involvement in workshops, involvement in 'Super User' consultations and advance training sessions, user acceptance testing and modelling exercises

The Directorate Senior Management Team are responsible and accountable for their respective processes in the Statement of Requirements (SOR) for the replacement system. This enables robust change controls to be put in place as well as operational ownership for the replacement system developments in partnership with the project team.

This area of accountability is integral to the projects success to ensure each service area/process that is developed is in line with the 'end user' requirements and supports service delivery.

• **Key findings**

(think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

The main impact of a replacement case management system is on the 'end users' of the system so in this respect this will have a direct impact on social workers and other staffing groups as 'users' of the system. The integration of contract monitoring and

financial processes should also ensure that the new system supports our safeguarding responsibilities and reduces risk of harm or exploitation of our most vulnerable service users.

The business intelligence gathered about the impact on 'end users' identifies that there are currently 1200 users of the current system, with a maximum concurrency of 650 users at any given time. Of this quota 94 users have a degree of visual/learning 'impairment' resulting in additional software requirements that need to integrate with any future system to meet these individual needs. The usage can be expected to increase, with the introduction of a more streamlined and fit for purpose case management system.

There is also a specific impact on 'business support' processes which will require the revision of job specifications and roles and responsibilities. Some activity has already been undertaken across the area social work teams where job descriptions and roles have already been aligned to support the business needs. However, further work is required to understand the business support needs for the development of the finance and contracts modules in the replacement system.

Future developments such as the introduction of E Market Place and the Councils new web site will however have a direct impact on service users. To mitigate this impact we are working to remove the barriers and obstacles that people often experience by providing a universal offer of information, guidance and support for all residents of Leeds. Arrangements have been put in place to ensure these developments include service user consultation.

We are working with our Customer Service colleagues and other operational staff teams to develop a more efficient customer relationship. This will improve the customer experience by "getting it right first time". This will reduce unnecessary referrals and assessments and allow time and resources to be redirected to those who need it most. It will also provide more opportunities for service users to contact us in a variety of ways and share information with us in a more flexible way

- **Actions**

(think about how you will promote positive impact and remove/ reduce negative impact)

1. Review individual needs of all the end users on the 'impairment' list to ensure continued software compatibility with the replacement system. Without this action being undertaken there can not be any assurance that these end users will not be disadvantaged or able to utilise the new functionality that will enhance their flexibility and support future practice.
2. Undertake further analysis of 'business support' requirements across finance and contracting processes to ensure roles and responsibilities are aligned and a 'whole systems' approach is applied to all end users.
3. Need to undertake further analysis of document formats. We may have a requirement to develop key documents such as assessment/review forms in different formats such as Braille or another language if requested by service users. This requirement will need to be added to the statement of requirements for form developments to ensure the developments include this action.
4. Undertake benefits analysis following implementation of the new system to ensure the products are meeting staff and service user needs.
5. Need to undertake service user consultation as part of E Market and WIRP

developments to ensure that service users views are considered and the information on these sites is meeting their individual needs

5. If you are **not already considering the impact on equality, diversity, cohesion and integration you **will need to carry out an impact assessment.****

| | |
|--|-------------------------|
| Date to scope and plan your impact assessment: | n/a see above section 4 |
|--|-------------------------|

| | |
|---|--|
| Date to complete your impact assessment | |
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|--|--|
| Lead person for your impact assessment (Include name and job title) | |
|--|--|

6. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

| Name | Job title | Date |
|------------------|-------------------------|---------------------------|
| Nyoka Fothergill | Head of Business Change | 4 th June 2012 |

7. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given. If you are not carrying out an independent impact assessment the screening document will need to be published.

Please send a copy to the Equality Team for publishing

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| Date screening completed | 04.06.2012 |
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| Date sent to Equality Team | |
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| Date published | |
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(To be completed by the Equality Team)