

Appendix 5

Equality, diversity, cohesion and integration impact assessment - organisational change impacting on the workforce

As a public authority we need to ensure that all organisational change arrangements impacting on the workforce 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: Adults and Health | Service area: Care Delivery: Care Homes |
| Lead person: Sarah Buncall | Contact number: 0113 3764269 |
| Title Adults & Health Service Review 6 – Care Delivery: Care Homes, Post Consultation Recommendations Report | |
| Date of the equality, diversity, cohesion and integration impact assessment: 10th May 2021 | |

| 2. Members of the assessment team: | | |
|-------------------------------------------|---------------------|----------------------------------------------------------------------------------------------|
| Name | Organisation | Role on assessment team For example, service user, manager of service, specialist |
| Shona MacFarlane | LCC | Deputy Director Adult Social Care |
| Debbie Ramskill | LCC | Head of Service, Care Delivery |
| Sarah Buncall | LCC | Project Manager |
| Susan Podmore | LCC | HR Service Manager |

| 3. Summary of the organisational change arrangements to be assessed: |
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| <p>Proposals are that Home Lea House long stay residential care home in Rothwell, and Richmond House short stay residential care home in Farsley are closed.</p> <p>If a decision is made to close the two care homes, 47 Adult Social Care (ASC) and 11 Civic Enterprise Leeds (CEL) staff will be affected by the proposals and will need to be supported through the Council's Managing Staff Reduction (MSR) Policy.</p> <p>There are staffing vacancies within the Care Delivery Service and more recent recruitments into vacant posts have been on a temporary basis in order to minimise the likelihood of staff being at risk. The Directorate will also work with all affected staff to identify development and training</p> |

opportunities which could assist staff to move into new or alternative roles within the Authority.

Continued formal consultation will take place under Employment Legislation with Trade Unions and staff and support would be provided for staff throughout the decommissioning process including identifying any opportunities for employment within the Council. It is hoped that this work will significantly minimise the risks to staff in terms of compulsory redundancy.

Staff affected by these proposals would play an integral part in supporting residents, their family / carers with the transition to alternative provision.

This paper outlines the Equality Impact Assessment that has been carried out in the context of these proposals to ensure that they do not unfairly impact on people from the different equality groups. It has been completed as a parallel process to the consultation on the proposed changes.

| 4. Scope of the equality, diversity, cohesion and integration impact assessment | |
|----------------------------------------------------------------------------------------|-------------------------------------|
| Organisational change (please tick all appropriate boxes that apply below) | |
| Restructuring and assimilation | <input type="checkbox"/> |
| Reorganisation and job redesign | <input type="checkbox"/> |
| Flexible deployment | <input type="checkbox"/> |
| Early leavers initiative | <input type="checkbox"/> |
| Cessation of a service | <input type="checkbox"/> |
| Downsizing of a service | <input checked="" type="checkbox"/> |
| Switching | <input type="checkbox"/> |
| Recruitment | <input type="checkbox"/> |
| Equal pay considerations | <input type="checkbox"/> |
| Job evaluation | <input type="checkbox"/> |

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|----------------------------------------------|--------------------------|
| Any other organisational change arrangements | <input type="checkbox"/> |
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Please provide detail:

Home Lea House

Home Lea House is a 29 bedded long-stay residential home situated in Rothwell. There are two in-house care homes in Rothwell and Home Lea House is the older of the two homes which is why it has been put forward for closure. Occupancy at Home Lea House is currently 17 (59%). The current gross budget is £789k and the net budget is £547k. In a full year it would be possible to save the gross budget of £789k as the client income will follow the client. Closing this facility from 1st February 2022 would save £789k by the end of 2022/23. The one-off costs of the assessment and transitions social work team and of alternative independent provision (for those taking up on the care guarantee) would need to be offset against these savings.

As outlined in the report to Executive Board in October 2020 the proposal to decommission the service, is based on national data which supports the view that people are being supported to live independently and safely in their own homes and communities for longer. The need for residential homes is decreasing within Leeds and where this resource is required to meet people’s needs, there is a well-developed independent sector care home market. The council has two residential care homes situated in Rothwell, the other is Dolphin Manor, both of which are under occupied. The number of residential care homes across the city rated good or outstanding is now 83%.

Richmond House

Richmond House is a 20 bedded residential service situated in Farsley. The current service offer is short term care and support to people who require a period of recovery following a hospital admission. The service also offers support to people from the community to prevent hospital admission. Average occupancy since 2018/19 is 55%. The current gross and net budget is £742k. There is no associated income from short term residents. The part year saving from closure on 1st November 2021 would amount to £309k, with the full saving of £742k in 2022/23.

As outlined in the report to Executive Board in October 2020 the proposal to decommission the service is based on occupancy and the need for this type of service across the city.

Until 2017 Richmond House provided a Community Intermediate Care (CIC) bed service, commissioned by the Clinical Commissioning Group (CCG). The contract with Richmond House ceased because the CCG wanted to commission a new model of service. The council was successful in gaining a contract in partnership with Leeds Community Healthcare (LCH) for the provision of three new Community Care Bed services but Richmond House could not be used for this purpose as it had too few beds which made the cost prohibitive, as the CCG has a duty to seek best value. The Directorate decided to continue to deliver the service and offered short term placements and three respite beds to people to support hospital discharge and hospital avoidance, supporting the wider system and enabling social workers to make placements to this type of service offer, as this fitted with Better Lives transformation agenda.

However, Leeds now has a range of services to meet the needs of people who require some type of intervention to either support them to reach their optimum with therapeutic and recovery focused support to return home or to undertake an assessment to support their longer term needs. The CCG Community Care Beds contract is now established and provides a greater recovery residential and nursing offer. While Richmond House offers short term support, it does not provide any additional therapeutic input that is often required when people are discharged from hospital. As such Richmond House is continually under occupied and the current type of provision can easily

be assimilated in wider system provision.

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| 4a. Do your proposals relate to: please tick the appropriate box below | |
| The whole service | <input type="checkbox"/> |
| A specific part of the service | <input checked="" type="checkbox"/> |
| More than one service | <input type="checkbox"/> |
| Please provide detail: The proposals relate to Home Lea House long stay residential care in Rothwell and Richmond House short stay residential care in Farsley. There is other local authority run long stay care homes in the city: Dolphin Manor in Rothwell, Knowle Manor in Morley and Spring Gardens in Otley. All offer respite provision. This is in addition to the available capacity in the independent sector homes. There are a range of citywide services offering short stay care and support. This includes the CCG Community Care Bed offer, including the three local authority run Recovery Hubs. | |

| | |
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| 4b. Do your proposals relate to: please tick the appropriate box below | |
| Employment considerations only | <input checked="" type="checkbox"/> |
| Employment considerations and impact on service delivery | <input type="checkbox"/> |
| Please provide detail: As outlined above the affected staff would need to be supported through the MSR policy. The EDCI Assessment available at Appendix 4 of the Executive Board Report details the identified impacts on wider service delivery and the mitigating actions associated with those impacts. This EIA will consider and assess the impact of the options for: <ul style="list-style-type: none">• Staff working at Home Lea House and Richmond House. This EIA is intended to support the decision-making process by: <ul style="list-style-type: none">• Identifying the potential positive and negative impact of any changes/ decisions on | |

each protected characteristic.

- Setting out actions to minimise/ mitigate any adverse impacts.

Proposals have been subject to Equality Screening and this concluded that the proposed options will potentially give rise to equality impacts of those affected, in particular:

- Age – 65% are 50 years or older
- Sex - 88% are women
- Race – 31% identify as from a Black, Asian or Minority Ethnic (BAME) group.

Should agreement be given to progress with the proposals, an implementation plan will be developed. This would show how any closures would be managed over the timescales and how staff are to be supported to safeguard human rights and minimise distress and maximise the benefits to individuals. This will relate particularly to the monitoring arrangements in relation to the proposed changes.

5. Fact finding – what do we already know

Make a note here of all information you'll be using to carry out this assessment. This could include previous consultation, involvement, research, results from perception surveys, equality monitoring and customer or staff feedback.

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

Demographics (workforce focus)

National Picture

Skills for Care, *The state of the adult social care sector and workforce in England* (Oct 2020), summarises the demographics of the social care workforce nationally:

- 82% of the adult social care workforce are female, the average age of the workforce is 44 years and 27% of workers are aged 55 and above.
- The majority (84%) of the adult social care workforce were British, 7% (113,000 jobs) had an EU nationality and 9% (134,000 jobs) a non-EU nationality.
- Since the introduction of the mandatory National Living Wage (NLW) care worker pay in the independent sector has increased at a higher rate than previous years. Care worker real term median pay has increased by 12% since September 2012 to £8.50 in Oct 2020 (independent sector only).
- The estimated turnover rate of directly employed staff working in the adult social care sector was 30.4%, equivalent to approximately 430,000 leavers over the year. However, most of these leavers don't leave the sector. Around 66% of jobs were recruited from other roles within the sector.
- It is estimated that 7.3% of the roles in adult social care were vacant in 2019/20, equal to approximately 112,000 vacancies at any one time.
- Around a quarter of the workforce (24%) were on a zero-hours contract (375,000 jobs). Almost half (42%) of the domiciliary care workforce were on zero-hours contracts. This proportion was even higher for care workers in domiciliary care services (56%).
- The average number of sickness days was 4.7 in 2019/20, this equates to approximately 6.72 million days lost to sickness over the 12-month period.

The peak of the population of carers is between 50 and 64 years of age, so whilst numbers of those employed in social care roles who are also carers is not known it is likely that a significant proportion

may have caring responsibilities.

The Skills for Care adult social care workforce estimate (2019/20) shows a low prevalence of disability among workers, at 2%. These disability records are likely to be under-reported because the information was provided by the employer, rather than the individuals themselves¹.

In the Yorkshire and Humber region, 11% of the social care workforce is from BAME groups and at a national scale a lower proportion of BAME staff are represented in higher paid roles².

Workers that travel further are more likely to leave their role, with care workers travelling more than 20km had a higher turnover rate (32.3%), compared to those travelling less than 1km (25.0%)³.

Leeds Picture

It is estimated that the health, care, and support workforce in Leeds employs over 57,000 people. This workforce refers to people working across a range of organisations in the city, including local authority staff, schools staff, private/independent sector, third sector staff, NHS staff, personal assistants (and the people that employ them), carers and volunteers.

The paid social care workforce in the city is estimated to be around 19,100 and is mostly made up of women (75%) aged over 45 (51%). Staff turnover in the sector is high at 31%⁴. This reflects the national trends.

The quality of registered care and support provision in Leeds is high with 83% rated as Good by the Care Quality Commission.

Research

The Better Lives strategy is the Council's strategy for people with care and support needs. Previous reports to both Executive and Scrutiny Boards as part of the Better Lives Programme have documented how the aspirations of people with care and support needs have changed over time and that there is a strong and increasing desire to remain living in one's own home for as long as possible. As such a key aspect of the *Better Lives* strategy has been a continuous review of the Council's in-house services for older people with the focus being on how they meet both current expectations and crucially how they can contribute to maximising people's independence, recovery and rehabilitation in the future.

Previous reviews as part of the Better Lives Programme phases 1, 2 and 3, have evidenced that demand for traditional forms of residential care for older people have continued to reduce with a switch to greater demand for models of care that provide housing-with-support such as extra care housing. This has meant that between 2011 and 2016 a number of in-house care homes closed.

In addition to the above, the EDCI considers data from the following:

- Key strategies and policies relating to the proposals, including the Better Lives Strategy, Health and Wellbeing Strategy, and the Best Council Plan 2020 – 2025.
- Quantitative information relating to the profile of current residents and carers.
- Quantitative information relating to the profile of alternative provision.
- Quantitative information relating to the profile of affected staff.

In previous phases of the programme all affected staff have been supported into alternative

¹ [The state of the adult social care sector and workforce 2020 \(skillsforcare.org.uk\)](https://www.skillsforcare.org.uk)

² [The state of the adult social care sector and workforce 2020 \(skillsforcare.org.uk\)](https://www.skillsforcare.org.uk)

³ [The state of the adult social care sector and workforce 2020 \(skillsforcare.org.uk\)](https://www.skillsforcare.org.uk)

⁴ [Microsoft Word - Appendix A - IMPS v5 FINAL 9July2019 - formatted.docx \(leeds.gov.uk\)](https://www.leeds.gov.uk)

employment within the council's Care Delivery Services, within the NHS or have taken the Council's Early Leavers Initiative (ELI).

Consultation

As above, previous phases of the Better Lives Programme which have seen the closure of care homes have included detailed consultation and equality impact assessments, which have been considered as part of this assessment.

For these proposals, detailed consultation has also been carried out, and the Consultation Findings Report has been considered as part of this assessment, available as Appendix 3 of the Executive Board report.

18 of the affected staff members completed surveys, 15 staff members who work at Home Lea house and 3 staff members who work at Richmond House.

Meetings were held with all affected staff to advise them of the recommendation to start the period of consultation on the proposed closures, and to advise them of the decision. Regular staff meetings along with Trade Union meetings have taken place throughout this process and will continue to do so.

Staff raised issues related to the following key themes:

- Do not want the home to close
- Staff feel they deliver a good high-quality service
- Staff feel that the decision will be made to close the services
- Concern about the health and wellbeing of residents
- Concern about their own future work opportunities (employment, pensions, personal finances)
- Perceived lack of alternative services in the area
- Felt that money should be saved elsewhere
- Perceived lower quality of care in the private sector care homes in comparison to the Council provided care.
- Don't want to break up their staff team.

Staff have been involved throughout the consultation process and will continue to be supported throughout the implementation of any proposals agreed by Executive Board.

In addition, Trade Union GMB submitted a letter on behalf of their members and also a petition, with 390 signatures, and Leeds Unison Retired Members Group submitted a letter on behalf of their members. Details of each submission and the council's response is in the Consultation Findings Report.

Are there any gaps in equality and diversity information

Please provide detail:

Adult Social Care, where possible, will obtain equality information around the profile of each affected staff member and determine the likely impacts given that profile. Due regard will be taken of this information during the implementation phase, should these proposals be agreed. A review of the impact will also be undertaken post implementation, considering any impact on equality groups.

Action required:

As above subject to a decision to close the two care homes:

- Obtain equality information around the profile of each affected staff member and determine the likely impacts given that profile.

- Review any identified impacts post implementation.

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

Yes

No

Please provide detail:

Detailed consultation on the proposals took place between 4th January and 26th March 2021. The aim of the consultation was to consult with those directly affected and as a priority the existing residents of care homes and their families and carers. Detailed consultation also took place with affected staff and Trade Unions, and with related stakeholders within the locality, including elected members and partner organisations and with the wider local community of the affected areas.

As part of the consultation a questionnaire has been used to capture responses to the proposals. The aim was to:

- Capture people's responses to the proposed changes
- Determine the impact on individuals and how this might be reduced as plans are developed.

The findings from the consultation are outlined in full in the Consultation Findings Report appended to the Executive Board Report.

Action required:

Ongoing engagement with all affected stakeholders will continue to take place throughout the process. This will include:

- Inform all affected stakeholders of the recommendations in the report to Executive Board following consultation.
- Inform all affected stakeholders of the outcome of the Executive Board decision.

Should the decision be taken to approve the recommended closure of the two care homes this will also include:

- On-going engagement with service users / families and carers as part of Assessment and Transitions including reviews post transition to alternative provision.
- Consult with Trade Unions, Hold Preference Meetings, make Deployment Decisions, Staff notified of matches and meeting held to discuss options through the Council's MSR Policy.
- Other Employment Opportunities within LCC – Continual refreshing of information, signposting of other employment opportunities / roles to staff at risk
- Ongoing tracker updates to wider stakeholders and elected members as appropriate.

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

(**Other** can include – marriage and civil partnership, pregnancy and maternity, and those areas that impact on or relate to equality: tackling poverty and improving health and well-being)

Please specify:

The following provides an overview of the relevance of the proposals to the equality characteristics and where identified, action to mitigate any impact should the proposals be approved.

Age: 65% of the affected staff are 50 years or older.

Action to Mitigate:

- Any impacts relating to the Age equality characteristic will be considered as part of individual staff consultation meetings.

Carers: No specific issues have been identified in relation to staff who are carers. Staff data shows 8 staff who identify as carers, for many this data is not specified. However, this is an identified gap in equality information in relation to staff, and national demographics show that given the age profile of the staff affected, a proportion are likely to be carers.

Action to Mitigate:

- Obtain equality information around the profile of each affected staff member and determine the likely impacts given that profile.
- Review any identified impacts post implementation.

Disability: No specific issues have been identified in relation to disability. The staff data shows that all affected staff either do not have a disability or this information is not specified. This is an identified gap in equality information.

Action to Mitigate:

- Any impacts relating to the Disability equality characteristic will be considered as part of individual staff consultation meetings.

Sex: Statistical data of the affected staff shows that 88% are women.

Action to mitigate:

- Any impacts relating to the Sex equality characteristic will be considered as part of individual staff consultation meetings.

Race: 31% of affected staff are from Black, Asian, or Minority Ethnic groups.

Action to mitigate:

- Any impacts relating to the Race equality characteristic will be considered as part of individual staff consultation meetings.

Religion or belief: No specific issues have been identified in relation to religion or belief.

Action to mitigate:

- Any impacts relating to the Religion or Belief equality characteristic will be considered as part of individual staff consultation meetings.

Sexual orientation: No specific issues have been identified in relation to sexual orientation. The staff data shows that for a number of staff this information is not specified. This is an identified gap in equality information.

Action to mitigate:

- Any impacts relating to the Sexual Orientation equality characteristic will be considered as part of individual staff consultation meetings.

Gender reassignment: No specific issues have been identified in relation to gender reassignment. There is not data on this characteristic, which is an identified gap in equality information.

Action to mitigate:

- Any impacts relating to the Gender Reassignment equality characteristic will be considered as part of individual staff consultation meetings.

Socio-economic Status: The socioeconomic status of those affected is not known. There is not data on this characteristic, which is an identified gap in equality information.

Action to mitigate:

- Any impacts relating to the Socio-economic Status equality characteristic will be considered as part of individual staff consultation meetings.

Financial Exclusion (poverty): The financial exclusion status of those affected is not known. There is not data on this characteristic, which is an identified gap in equality information.

Action to mitigate:

- Any impacts relating to the Financial Exclusion (poverty) equality characteristic will be considered as part of individual staff consultation meetings.

Unemployment: All staff are employed in the services affected by the proposals. There is a risk of staff redundancy and staff not being able to secure alternative employment.

Action to mitigate:

- Staff affected by the proposals and will need to be supported through the MSR Policy.

There are staffing vacancies within the Care Delivery Service and more recent recruitments into vacant posts have been on a temporary basis to minimise the likelihood that staff are put at risk. The Directorate will also work with all affected staff to identify development and training opportunities which could assist staff to move into new or alternative roles within the Authority.

Continued formal consultation will take place under Employment Legislation with Trade Unions and staff and support would be provided for staff throughout the decommissioning process including identifying any opportunities for employment within the Council. It is hoped that this work will significantly minimise the risks to staff in terms of compulsory redundancy.

Residential Location: No specific issues have been identified in relation to residential location.

Action to mitigate:

- Distance to be travelled to work will be considered as part of individual staff consultation meetings.

Family Background: The family background status of those affected is not known. There is not data on this characteristic, which is an identified gap in equality information.

Action to mitigate:

- Any impacts relating to the Family Background equality characteristic will be considered as part of individual staff consultation meetings.

Skills or Education: The skills or education status of those affected is known by their line manager. It is recognised that many job opportunities now require a level of digital skill to be able to identify and apply for jobs online.

Action to mitigate:

- Skills and Education status will be considered as part of everyone's preference meetings, deployment decisions, job matching and signposting of other employment opportunities / roles to staff through the MSR Policy.
- Ensure staff are supported with the skills needed for identifying and applying for alternative employment through online channels, taking into consideration levels of digital inclusion.

Stakeholders

| | | | | | |
|--------------------------|----------------------|-------------------------------------|-----------|-------------------------------------|--------------|
| <input type="checkbox"/> | Services users | <input checked="" type="checkbox"/> | Employees | <input checked="" type="checkbox"/> | Trade Unions |
| <input type="checkbox"/> | Partners | <input type="checkbox"/> | Members | <input type="checkbox"/> | Suppliers |
| <input type="checkbox"/> | Other please specify | | | | |

Potential barriers

| | | | |
|-------------------------------------|----------------------------------------------------------|-------------------------------------|-----------------------------------|
| <input checked="" type="checkbox"/> | Built environment | <input checked="" type="checkbox"/> | Location of premises and services |
| <input checked="" type="checkbox"/> | Information and communication | <input checked="" type="checkbox"/> | Customer care |
| <input checked="" type="checkbox"/> | Timing | <input checked="" type="checkbox"/> | Stereotypes and assumptions |
| <input checked="" type="checkbox"/> | Cost | <input checked="" type="checkbox"/> | Consultation and involvement |
| <input type="checkbox"/> | Specific barriers to the organisational change proposals | | |

Please specify

Built environment: Some staff may find a new built environment more difficult to cope with both physically and mentally in terms of changes to their usual work routine or workplace needs. As an example, a new building may have more stairs or less natural light.

Mitigating Action:

- An assessment of every member of staff affected will be undertaken in accordance with the council's MSR Policy.
- Ensure staff receive full induction at new workplace.
- Ensure staff receive a DSE Assessment Review prior to any move to identify any reasonable adjustments or actions that need consideration in finding alternative employment.
- Ensure that a DSE Review takes place at the new workplace to consider any reasonable adjustments or actions in their new work environment.

Location of premises: The alternative workplaces staff move to may have an impact on those who have worked at the care homes for a considerable length of time, and who have long established links to the local area. Staff may have strong professional friendships and be fearful of the impact of the proposed changes on their lives, and whether they are able to maintain the relationships they have established. It may also impact on staff's work / life balance due to any potential greater time commuting to / from work.

Mitigating Action:

- Focus on local alternative employment options where this is identified as a preference and consider work / life balance.
- If additional travel expenses are incurred the council will consider excess travel payments.

Information and Communication: Some staff may not be able to easily access online methods of communication. Many jobs are now only advertised via online channels.

Mitigating Action:

- Clear and timely communication to all staff affected, particularly regarding information about alternative employment opportunities.
- Support staff with digital skills training opportunities to maximise their ability to access online job opportunities.
- Clear HR and Organisational Development support to staff who want to develop skills in another field.

Customer Care and staff training: Staff will play a lead role in understanding the concerns of residents and service users, helping them understand the proposed changes and helping them make the right decisions for themselves. Staff will continue to play a crucial role in supporting residents, service users and their family / carers through the transition process at a time when they themselves are experiencing uncertainty and change. Some staff may find this difficult to cope with.

Mitigating Action:

- Provide appropriate support to staff through awareness raising events, meetings, and management support.

Timing: Many residents and their family / carers said during the consultation that they did not want to move to a new care home at this point in their lives. The move to alternative provision is a process that some staff may feel takes too long or too short a time according to their needs. Some respondents to the consultation felt that the proposals were poorly timed during the Covid-19 pandemic.

Mitigating Action:

- An assessment of every affected staff member will be undertaken and actions to minimise stress factors will be put in place.
- Ensure that nothing happens suddenly or unexpectedly and that moves to alternative employment take place in a timescale that those affected are comfortable with in accordance with the HR processes and procedures.
- Ensure any national and specific guidance relating to staff transfers during Covid are followed.

Cost: Some staff are carers and a change in where they work may affect their caring responsibilities which could incur additional costs. If staff need to travel further to get to / from work this could also cost them more.

Mitigating action:

- Focus on local, flexible, alternative employment options where this is identified as a preference and consider methods of ensuring continued work / life balance.
- If additional travel expenses are incurred the council will consider excess travel payments.

Consultation and Involvement: Some staff may not be able to easily access online methods of communication.

Mitigating Action:

- Clear and timely communication to all staff affected, particularly regarding information about alternative employment opportunities, including face to face meetings and direct support from HR and Organisational Development colleagues.

Stereotypes and assumptions: Assumptions may be made in connection with staff's needs and job preferences.

Mitigating Action:

- An assessment is carried out with each affected staff member to ensure that current, individual needs are properly understood.

Financial exclusion: See Cost above.

Employment and training: Some staff may feel that travelling to an alternative workplace may impact on their working hours or training opportunities.

Mitigating Action:

- An assessment is carried out with each affected staff member to ensure that current, individual needs are properly understood.
- Support staff to identify their skills, knowledge and experience strengths and development areas, and where additional training may be helpful in them seeking alternative employment.
- Support staff to access those training opportunities.

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:

Should the proposals to close the two care homes be approved this may result in the following positive impacts:

- Staff affected may identify alternative employment opportunities that better meets their needs. As an example, someone who had been working in a care home may move to providing at home care and support services with a reduced commute time and find that more suitable to their needs.
- Staff may find alternative employment that provides greater job satisfaction; some may be looking for a change in job roles.
- Closing the two care homes and deploying the staff into other services could reduce overall staffing vacancies.
- If staff move to care home employment in the independent sector, they will take their high-quality knowledge, skills, and experience with them which would be disseminated.

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| Action required: |
| <ul style="list-style-type: none"> • Monitor the transfer of staff and employment outcomes. • Ongoing consultation with staff and Trade Unions through the MSR Policy with a particular focus on employment within LCC in suitable roles. |

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| 8b. Negative impact: |
| <p>The consultation findings report along with this assessment details several potential negative impacts which could affect protected characteristics, along with proposed mitigations.</p> <p>The themes of these impacts relate to people’s health and wellbeing, quality, finance, locality, strategic and methodology and timing impacts.</p> <p>The risk of redundancy would potentially impact across these themes.</p> |
| Action required: |
| See EDCI Organisational Change Action Plan below. |

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| 9. Will this activity promote strong and positive relationships between the groups or communities identified? |
| <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Please provide detail: |
| <p>The strength of feeling about the proposals to close the two care homes from those directly affected and from the local communities shows the motivation of those groups to maintain what they consider to be a valuable community asset.</p> <p>The proposals won’t proactively promote relationships between groups and communities however, equally it should not have a detrimental impact to those relationships as staff will be supported to find options that meet their needs through the MSR Policy.</p> |
| Action required: |
| <ul style="list-style-type: none"> • Support those affected to find suitable options to meet their work / life balance needs in line with the MSR policy. |

10. Does this activity bring groups or communities into increased contact with each other (for example in schools, neighbourhood or the workplace)?

Yes

No

Please provide detail:

The proposed closure of the two care homes would not bring groups / communities into increased contact with one another.

Action required:

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None.

11. Could this activity be perceived as benefiting one group at the expense of another?

Yes

No

Please provide detail:

The proposals could be perceived as benefitting those who work in preventative services over those working in care home services, because if the homes were not to close, a reduction in prevention services would be the alternative to finding the required financial savings.

Action required:

- Consider the knowledge, skills and experience of affected staff and support staff through the MSR Policy.

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 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| <p>Obtain equality information around the profile of each affected staff member and determine the likely impacts given that profile.</p> <p>Review any identified impacts post transfer to alternative employment.</p> | In line with Implementation Timeline. | <p>Affected staff supported through the MSR Policy.</p> <p>Review of each affected staff member post transition considers any identified impacts.</p> | Programme Team |
| <p>Ongoing clear and timely engagement with all affected stakeholders will continue to take place throughout the process.</p> | In line with Implementation Timeline. | <p>Letters and briefings to those affected at key stages of the process.</p> <p>Enquiries to consultation via various methods of engagement.</p> | Programme Team |
| <p>Consult with Trade Unions, Hold Preference Meetings, make Deployment Decisions, Staff notified of matches and meeting held to discuss options through the MSR Policy.</p> <p>Other Employment Opportunities within LCC – Continual refreshing of information, signposting of other employment opportunities / roles to staff.</p> | In line with Implementation Timeline. | <p>Number of successful jobs matches.</p> <p>Number of staff who secure alternative employment.</p> <p>Number of staff supported through the MSR Policy.</p> | Programme Team |
| <p>A reasonable distance to travel to work will be considered as part any assessment of staff's needs.</p> | In line with Implementation Timeline. | <p>Number of staff travelling further to get to/from work.</p> <p>Staff satisfaction regarding their commute in their new job.</p> | Programme Team |

| Action | Timescale | Measure | Lead person |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Ensure staff are supported with the skills needed for identifying and applying for alternative employment through online channels, taking into consideration levels of digital inclusion. | In line with Implementation Timeline. | Number of people supported in identifying and applying for alternative employment through online channels, taking into consideration levels of digital inclusion. | Programme Team |
| An assessment of every member of staff affected will be undertaken in accordance with the council's MSR Policy. | In line with Implementation Timeline. | Number of assessments carried out. | Programme Team |
| Ensure staff receive full induction at new workplace. | In line with Implementation Timeline. | Number of staff induction plans (where stay within Council employment). | Programme Team |
| Ensure staff receive a DSE Assessment Review prior to and post any move (where stay within Council employment) to identify any reasonable adjustments or actions that need consideration in finding alternative employment. | In line with Implementation Timeline. | Number of DSE Assessments completed and reviewed (where stay within Council employment). | Programme Team |
| Focus on local alternative employment options where this is identified as a preference and consider work / life balance options to meet needs identified. | In line with Implementation Timeline. | Staff satisfaction with outcome. | Programme Team |
| Provide appropriate support to staff through awareness raising events, meetings, and management support to minimise stress related factors. | In line with Implementation Timeline. | A supportive, well managed and coordinated transition of staff to alternative employment. Minimised risk to health and well-being of staff brought on by move. | Programme Team |

| Action | Timescale | Measure | Lead person |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| | | <p>The number of staff securing alternative employment that meets their needs.</p> <p>The number of people satisfied with their new job.</p> | |
| <p>Ensure any national and specific guidance relating to staff transfers during Covid are followed.</p> | <p>In line with Implementation Timeline.</p> | <p>Staff satisfaction with transfer process in relation to Covid measures upon review post transfer.</p> | <p>Programme Team</p> |
| <p>Support staff to identify their skills, knowledge and experience strengths and development areas, and where additional training may be helpful in them seeking alternative employment.</p> <p>Support staff to access those training opportunities.</p> | <p>In line with Implementation Timeline.</p> | <p>Number of staff attending training opportunities.</p> | <p>Programme Team</p> |
| <p>Focus on local, flexible, alternative employment options where this is identified as a preference and consider methods of ensuring continued work / life balance.</p> <p>If additional travel expenses are incurred the council will consider excess travel payments.</p> | <p>In line with Implementation Timeline.</p> | <p>Number of staff receiving excess travel payments.</p> | <p>Programme Team</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 |
|-----------------|--------------------------------------------|---------------------------|
| Shona McFarlane | Deputy Director Social Work and SC Service | 18 th May 2021 |

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)

15. Publishing

If this equality, diversity, cohesion and integration 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 | 18th May 2021 |
| If relates to a key decision – date sent to corporate governance | 18th May 2021 |
| Any other decision – date sent to equality team | |