

# Equality Impact Assessment



## Name of project/proposal

Adult Services Organisation People and Location

Contact name

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Department

Adult Services

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## Purpose for project/proposal

The County Council must meet a funding shortfall of £98 million by April 2018, and of this, £43.1 million (m.) has been allocated by the County Council to be met from the Adult Services budget. A number of transformation programmes are working on finding the savings needed. The Organisation, People and Location programme is tasked with finding £8.2 million reduction.

There has already been a significant reduction in the Adult Services workforce. Between March 2015 and December 2016, the Enhanced Voluntary Redundancy (EVR) programme will deliver a decrease of 160 full time equivalents (FTE) (197 posts) with cost savings of approximately £5.8 m. An additional savings target of £2.4m has been identified as part of the Transformation 2017 (T17) savings, meaning that the cost of teams will need to be reduced in the future. There will be additional changes to the way the Adult Services department operates. There are several projects that are looking to transform the department to support the people of Hampshire to be in control of their lives. The projects include:

- Assess and review: Reviewing the care packages of the people of Hampshire who are due a review and ensuring that all care-packages have been decided by using a strengths-based approach (where the starting point is 'what can you do?').
- Care offer: Implementing the strengths-based approach across Adult Services to improve outcomes for the people we work with, maximising people's strengths and use of community resources.
- Front door: The 'contact assess and resolution' team (CART) will be able to deal with the vast majority of calls at first contact, thereby reducing the workload on community teams
- Technology: Implementing technology based (non digital) enabling projects. Upgrading our systems (Adult Information System) to the latest version.
- Disabilities enablement: Working to ensure resources are targeted at people with the most need, and encouraging people to be independent and do more for themselves with support from their community.
- Disabilities accommodation: Developing alternative accommodation models for Learning Disability (LD) service users. For example, reducing the numbers in residential care through supported living and Shared Lives, and the use of remote support such as telecare and Just Checking.
- Residential and nursing care: Re-negotiating rates and implementing revised models of care to enhance the commercial management of external Residential and Nursing care.
- Non-residential and nursing care: Review of non-statutory, non-care services to deliver fit for purpose solutions and value for money.
- Older people day services: Development of in-house and externally provided day care opportunities for older people and people with physical disabilities.
- Older people extra care: Delivery of the second phase of older people's Extra Care programme through development of units and a sustainable model.
- Contributions: Identify future service users contribution policy.
- Mental health and after care: Reviewing and monitoring Section 117 care packages to ensure appropriate aftercare needs are met and funded by the relevant Local Authority
- Supportive Communities: this programme is focused on working with communities to do more for themselves and each other

All of these projects will enable the proposed future organisation design.

## Consultation

Has a consultation been carried out?

Planned

The proposed timeframe for the consultation with staff is: 13 September to 12 December 2016. The staff specifically in-scope include those staff within the following functional teams:

- Strategic Commissioning and Business Support
- Older People & Physical Disabilities Services
- Learning Disabilities & Mental Health Services
- Contact, Assessment and Resolution Team (previously known as the Contact Centre) and Reablement
- Safeguarding, Governance & Quality

Of the functional teams identified above some specific teams have been excluded from the scope of the OPL work, notably: Internal Provision relating to residential care, nursing care and day services, Hampshire Equipment Service, Out-of-Hours, Multi Agency Safeguarding Hub and Client Affairs. These teams have been excluded from the design

for a number of reasons including: it is a statutory responsibility to ensure Hampshire's residential, nursing and day services retain the number of posts within their current structures; existing workload is such that it would not be safe for the service to change and consequently there is a risk to service users should a decision have been made to review the structure.

The proposals include potentially significant staffing implications, specifically the redundancy of up to 6% of the staff in scope (this figure does not include staff on temporary contracts).

Staff will each be invited to attend a briefing between 13th and 26th September, led by their senior management - the purpose of which is to brief the teams on the proposals. Individuals will be given a copy of the presentation and briefing pack which will explain the proposals in detail. Individuals will be given an email address to contact the OPL team and HR Operations to ask questions and discuss options which will explain the proposals in detail, for their area. From the 28th September, all staff will also have access to briefing materials outlining changes to organisation structures across the department. Outcomes from the consultation will be fed back through to the Departmental Management Team (DMT) and will inform our next steps, and to provide information to address any actions we need to take, should the proposals be agreed.

Staff with a sensory or learning disability who could be affected would be contacted via accessible formats. Easy read, large print and other formats would be made available. All other key stakeholders have and will continue to be consulted with via email.

## **The approach**

The organisation design was developed with significant input from a wide range of stakeholders across Adult Services. The process followed a methodical, fair and rigorous process to ensure equity and consistency to the organisation design. The approach to the Organisation, People and Location work fits into four overlapping stages:

### **1. Current state analysis**

- a. The current people, cost and location data was combined to develop a master dataset.
- b. The data was segmented and analysed.
- c. Visualise the future organisational structure.

This stage helped us to understand the organisational structure and to identify common themes and areas of focus of design activity.

### **1. Scope and design principles**

- a. To identify areas of existing organisation design.
- b. To identify the 'functions' which need to be delivered.
- c. To develop scope and design principles.

This stage confirmed the areas of focus and priorities for the organisation design and ensured we were clear about what activities and services must be delivered through the organisation design.

### **1. High-level design**

- a. Develop logical functional groupings.
- b. Develop the top level structure.
- c. Agree the top level structure.

This stage helped us to develop a clear set of senior roles and accountabilities and provided a basis for the detailed organisation design work.

### **1. Detailed design**

- a. Develop and iterate the team-level organisation design including:
  - i. Team structures
  - ii. Sizing
  - iii. Location requirements

This stage ensured that a consistent set of organisation design documentation was created for each in-scope team. Cost assurance of the proposed organisation design to ensure affordability and confirmed that the correct skills are in place to deliver the functions required in the future.

## **Organisation design principles:**

The organisation design principles below were developed and agreed with the Departmental Management Team (DMT) in a workshop in December 2015. The purpose of these was to build on the wider Adult Services Operating Model design principles and help frame and guide the organisation design work:

### **Design principles:**

- We need to respond to financial pressures;

- We need our staff to work more flexibly;
- We need to deal with contacts more effectively at the front door;
- We need frontline delivery teams to work more collaboratively;
- All business support activity should contribute to frontline service delivery;
- We will continue to value the in-house provision;
- We will always need staff aligned to care specialisms;
- We need clear, transparent and timely decision making.

## Implication

These design principles ensured that the design:

- Is cost effective;
- Addresses the changing workload as a result of the wider operating model changes;
- Is clear about the future skills required;
- Helps us to prioritise where resource is most needed;
- Clarifies how changes to the front door will affect workload for different teams (e.g. self-service changes);
- Enable the strengths based approach;
- Reinforce locality based working;
- Ensures business support teams have clear scope and areas of responsibility;
- Ensures business support teams are flexible and resilient to changing priorities;
- Optimises the relationship between Adult Services teams and the in house provision;
- Clarify the care group-specific skills;
- Clarify the Departmental Management Team and Senior Management Team structure;
- Enable clear governance and decision-making channels.

## Statutory considerations

### Impact

Age	Medium
Disability	Medium
Sexual orientation	None
Race	High
Religion and belief	None
Gender reassignment	None
Sex	Medium
Marriage and civil partnership	None
Pregnancy and maternity	None

### Other policy considerations

Poverty	None
Rurality	None
Other factors	None
If other please describe	

Geographical impact

Have you identified any medium or high impact?\*

All Hampshire

Yes

No

## Equality statement

### Implementation

To support the implementation of the proposed new structure several HR principles were agreed with the Senior Management Team and the Departmental Management Team to ensure that a consistent and fair approach is adopted. The list below is an extract of those pertinent to the EIA:

- Posts are mapped based on an employee's substantive post

- Permanent staff will be prioritised, the expectation being that all temporary and fixed term contracts will cease (reducing the exits required through voluntary redundancy).
- Staff will be placed in a ring fence where the number of existing employees exceeds the number of posts in the design; or there is substantive role change. A competitive selection process will subsequently select those staff for the roles in the new structure.
- Permanent staff will be displaced (made redundant) where there is no equivalent role in the new design.

During the consultation process staff whose post is at risk (i.e. their post is not in the new structure) will have the option to apply for voluntary redundancy. Given the scale and complexity of the proposed re-organisation it is not possible to predict precisely how many voluntary redundancy applications will be required at this point in time. However, given the need to reduce the workforce by a total of 65.11 FTE the initial estimates have been calculated based on the worst case scenario position. This figure is the total of the difference between the current FTE and the future FTE, less those posts that are currently temporary.

### **Impact to the Service**

The changes proposed have been assessed as having a medium impact on older and disabled people, and would affect more women than men, because people who have their care support delivered or arranged by Hampshire County Council fall disproportionately into these groups. The Adult Services department is looking to change the way it operates, there are several projects that are looking to transform the department to support the people of Hampshire to be more independent and in control of their lives. A specific project is looking to assess the impact of these changes by looking across all of the transformation projects in Adult Services for each team and the services they deliver. The change impact assessment will analyse the success of the projects and recommend that appropriate interventions / communications etc. are developed to support these.

### **Impact to Staff**

The implications for staff as a result of the proposed organisation design are that the permanent full time equivalent staff would reduce by a total of -78.66fte who will be potentially displaced, however this may be mitigated by the 13.55 fte of additional C and B grade posts. This equates to 6% potential redundancies of the staff in scope (this excludes people on temporary contracts). Additionally, it is anticipated that a total of 63.47 fte will also be potentially removed from the temporary workforce. This increases the total number of potentially removed staff for those in scope to 128.58 (i.e. up to 11.6% of the current workforce).

### **Sex – Impact: HIGH**

Relative to the Hampshire County Council average, the affected staffing group includes a higher percentage of female staff at 83%, this is marginally higher than the department at 80% and the County Council at 77%.

### **Race – Impact: HIGH**

The affected group has nearly 17% of BME staff which is higher than the overall department at 12% and the County Council at 6%.

### **Sex and Race – Mitigating Actions:**

The staff are trade union consultation was designed to ensure that all staff, regardless of race and sex, are equally consulted on the proposals. Furthermore the Enhanced Voluntary Redundancy (EVR2) scheme would be open to all eligible staff and consideration of all applications would be carried out fairly regardless of race of the applicant and would take account of personal circumstances such as caring responsibilities. The terms of the EVR2 scheme represent a significant enhancement to mitigate the impact of the overall reduction in staff numbers.

### **For the groups which are categorised under the EIA criteria there is low or no impact:**

- Gender re-assignment
- Sexual orientation

- Marriage and civil partnership
- Religion and belief
- Pregnancy and maternity
- Poverty
- Rurality

**Summary:**

Hampshire County Council officers will work to ensure that all staff have a continued opportunity to engage with the process and voice their concerns throughout the consultation and briefings. Measures are in place to support staff through the proposed changes, including a formal consultation process and a targeted EVR2 scheme where applicable. Staff who are not successful in securing a position within the proposed service, would have access to support to help increase their ability to find suitable alternative employment. The unions are being consulted on these proposals. Through consultation it is intended that the project ensures proportionality in achieving the legitimate aims of saving £8.2 million. This is necessary to meet the County Council's savings targets in Transformation 2017 whilst enabling the department to work in a strengths based way to continue to meet the needs of service users. The EIA assessment will be repeated within the consultation period as further details emerge relating to the geographical impact on staff, and also subsequently after the voluntary redundancy window is closed to assess the impact of the outcome of these decisions on staff.

Date to review actions 21 Oct 2016

**Final decision date**

Final decision date due 05 Sep 2016  
Decision to be made by DMT