

EQUALITY IMPACT ASSESSMENT (EIA)

To be completed and attached to any procedural document when submitted to the appropriate committee for consideration and approval.

Name of service/s affected	Learning Disability Day-care Service		
Staffing changes proposed	<p>The creation of 1x Business Manager post, 8 X new team leader posts. 8 X senior day-care officer posts, 25 X day-care officer posts and 6 X Apprenticeships.</p> <p>This will see the net deletion of 84.23 FTE posts and the creation of the posts detailed above. There is a potential risk of redundancy, however the reorganisation proposed is designed to reduce any impact on staff and the council will endeavour to redeploy anyone who might be placed at risk of redundancy.</p>		
No.	Question	Yes/No	Comments
1.	Is there a particularly high number of any of group of staff affected by the change, according to the following categories:	No	<p>We do however employ more women than men; however the selection criteria in terms of recruitment will be administered equally to all parties concerned.</p> <p>The Council's recruitment and equality guidelines will be adhered to.</p>
	<ul style="list-style-type: none"> Race 	No	<p>54% of the staff team are white, 41% are black and 5% other.</p> <p>The Council's recruitment and equality guidelines will be adhered to.</p>
	<ul style="list-style-type: none"> Gender 	No	<p>67% of the staff team are female and 33% are</p>

			male. The Council's recruitment and equality guidelines will be adhered to.
	<ul style="list-style-type: none"> Age 	No	The Council's recruitment and equality guidelines will be adhered to
	<ul style="list-style-type: none"> Disability 	.	16% of the staff team are recorded as having a disability. The Council's recruitment and equality guidelines will be adhered to.
	<ul style="list-style-type: none"> Gender reassignment 	No	No information held. The Council's recruitment and equality guidelines will be adhered to.
	<ul style="list-style-type: none"> Pregnancy/maternity 	No	2% of the staff team are currently pregnant. The Council's recruitment and equality guidelines will be adhered to.
	<ul style="list-style-type: none"> Religion/belief 	No	No information held. The Council's recruitment and equality guidelines will be adhered to.
	<ul style="list-style-type: none"> Sexual orientation 	No	No information held. The Council's recruitment and

			equality guidelines will be adhered to.
	<ul style="list-style-type: none"> • Marriage/civil partnership 	No	<p>No information held.</p> <p>The Council's recruitment and equality guidelines will be adhered to.</p>
2.	If you have identified potential discrimination, are there valid, legal and/or justifiable explanations for this?	N/A	
3.	What alternative options have been considered to minimise the impact on these groups of staff (eg alternatives to compulsory redundancy such as reduced hours, voluntary redundancy etc)?	Potential redeployment elsewhere in the council.	
4.	Do any selection criteria being used ensure equality for all groups?	Yes	
5.	What assistance is being provided to ensure all staff are equipped for the selection process (eg interviewee techniques training)	All staff will be given equal access to support from managers in terms of interview preparation.	
6.	Can we reduce the impact by taking different action?	No	

Signed

Date: December 2013

Approved by: Clare O'Connor

Section 1 - 'Scoping' the assessment

Service, policy or function being assessed: Learning Disability Day Care Services- implementation of “Better Days” Strategy for people with a learning disability and subsequent staff reorganisation to fit with the new model of service. The large scale day-centres are considered to be unfit for purpose as they lend themselves to institutionalisation, segregate people from their communities and lend themselves to “warehousing” rather than person centred practice. ‘Better Days’ constitutes the closure of three existing large scale day-centres, Battersea Social Education Centre (Closed in 2009), Atheldene Resource Centre and Burntwood Lane Social Education Centre scheduled to close in the summer of 2013. Furthermore the existing buildings are ageing and not considered fit for purpose, specifically in terms of providing appropriate facilities for people with complex needs. The aim of ‘Better Days’ is to create four community bases, geographically situated close to the most dense population of current service users. The bases having a nominal capacity of between 20 and 30 people, providing a more intimate and person centred approach. The bases are situated in buildings that offer access to other community groups and are bases where people can get support and plan their days. Whilst certain aspects of people’s day will be undertaken at the bases, much of what people will engage in will take place elsewhere, particularly within mainstream resources. As well as the four bases, the ‘Better Days’ proposal includes the creation of a high specification complex needs Hub and a dedicated service to support people with ASD, mental health illness and/or behaviour that is considered challenging. The proposal is to have a dedicated team leader for each of the 4 bases and frontline staff with a range of defined attributes to support current working practice, focusing on a person centred ethos and community integration. The new model of service will also have a dedicated team leader for both the complex needs Hub and coordinator of positive behavioural support. To support self directed support and the demands placed on people and their families, the new model will also have a team leader role dedicated to care management/ pastoral support, to aid people and their networks of support with care planning, problem solving and service brokerage. The service will continue to have administrative responsibilities, so an admin team leader will remain. Also the service will continue to require management overview that will be fulfilled by the existing manager and deputy manager. A new business manager role will also complete the new structure to address the challenges presented to the service in terms of a growing and more complex market place.

Officers responsible for conducting the EIA

Lead Officer: Alistair Rush

Officers: Will Olmi

Organisations who will have the opportunity to feedback on the EIA?

Consultation with, service users, carers, staff, Phillip Bradley/ staff side, Carol Vassell/HR.

Key dates for the assessment
Date for start of EIA: 02 nd December 2013 Completion date for draft EIA: 02 nd December 2013 Start and end date of consultation: 02 nd December 2013 – on-going Completion date for finalised EIA: 1 st June 2014

Section Two – Developing an initial view.

What are the aims of the policy/service?

It is proposed that a decision should be made, in principle, to reorganise the current staffing and management structure in order to implement the Better Days Strategy and take forward the new model of service. Currently the Better Days Strategy is in the latter stages of implementation. This EIA specifically relates to the proposed reorganisation of the staff structure and alignment of staff resources to meet the demands of future service capacity and geographical spread. Soon the service will operate from 4 social bases situated in Putney, Tooting, Wandsworth and Battersea and a complex needs Hub also situated in Tooting. There is also potential for a specific service dedicated to the support of people with ASD, mental health and/or behaviours that are considered challenging. The service will also be aligned more closely to current and future practice and demand, which will concentrate on care management associated with bespoke packages of self-directed care and also the demand for a coordinated, proactive approach to working with people on the autistic spectrum and/or those exhibiting challenging behaviour and mental health illness. The service will also focus on meeting the needs of those with complex needs, sensory impairment and physical disability and it is forecast the demand for this specialist provision will grow over the coming years, through demand from young people in transition and also through efforts to provide this specialist provision in Borough. Due to the changing landscape in terms of the local market place, it is felt that the service will need to manage its business in a more competitive and efficient context. This reorganisation also recognises the extensive skills now required by from line staff, such as the ability to working with people who challenge in a proactive manner, the ability to drive minibuses, risk management expertise and skills in terms of supporting those with the most complex and profound disabilities. It is also proposed that the service offers opportunities for young people through an apprentice scheme, which will see positions ring fenced for those that have grown up in care. This will help the service shape the workforce of the future, instilling an ethos of inclusion for people with learning disabilities.

The Better Days Strategy was based on the conclusions of an independent strategic review of Learning Disability Services in the Borough, conducted by Paradigm, which was commissioned jointly by the Council and the Wandsworth Teaching Primary Care Trust (WTPCT) in the autumn of 2005. The main purpose of the review was to clarify the support and opportunities that people with learning disabilities in Wandsworth want, and identify what systems and services are needed to deliver these. The report highlighted that the day services provided directly by the Council are largely buildings-based with little rationale for people being together, apart from the fact they have the same label of learning disability. Such a model is not consistent with both the philosophy and the targets set by the Government White Papers “Valuing People” and “Our health, Our Care, Our Say”. “Valuing People” set an objective “to enable people with learning disabilities to lead full and purposeful lives within their communities and to develop a range of friendships, activities and relationships”.

It is in this context of service improvement and delivery of personalised services that the closure of Atheldene and the provision of alternative smaller social bases has been proposed. In order to take this new model forward, it is proposed that the current staff and management structure is replaced with the proposed new structure. This will focus human resources where they are now needed and provide the range of skills and numbers of personnel required to deliver the desired outcomes of the service.

What evidence could you use to verify if the service/policy offers equality of access?

- The current diversity of the staff and management group.
- The council/ service Equal Opportunities policy in terms of recruitment.
- Matching staff demography with that of the user group.
- Compare current staffing diversity with staff diversity following the reorganisation.
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Evaluation of impact of changes on individuals.

It is important to measure the impact of these changes on the lives of potentially vulnerable users and their families as well as the existing staff team. Therefore the lead officer with specific responsibility for user and carer development will be working through the Community Partners Scheme and directly with users, carers and the project team to develop a systematic way of measuring the outcome for service users of the changes which are taking place. In addition to this, thorough consultation will be undertaken with the existing staff team. In terms of the staffing reorganisation, this will involve assessing the beneficial outcomes of the complex needs service, positive behaviour support function and benefits to people and their families in terms of effective and responsive care management and pastoral support. It will also be beneficial to assess the effectiveness of the link-worker/key-worker function in terms of how frontline staff interact with carers and service users and respond to individual requirements, as well as service users and carer willingness to liaise with the frontline staff team.

- Personal feedback from staff and service users and carers ascertained from regular forum meetings.
- Testimonies from people and their families regarding their perception of received services.
- Measurable changes in client responses and behaviour patterns (for example, no increase in the level of reported incidents)
- Feedback from people and their carers regarding the experiences of using the complex needs service, specifically related to wellbeing.
- Feedback from carers and service users regarding their willingness to liaise with front line staff and their satisfaction in terms of feeling comfortable with link-workers, responsiveness to requests and perception in terms of outcomes.
- Competitiveness of the service in terms of quality, outcomes and price.
- Feedback from annual reviews detailing the meeting of personal outcomes and general satisfaction with the service.

Evidence of this included as appendix 1 within the committee report.

Will further data or information be required for carrying out the assessment?
No
What do you think are the main issues relating to equality within the service/policy area?
<p>The overall aim of the proposed service changes is to improve services for residents with learning disabilities by providing, specialist support to people with complex needs and/or challenging behaviour as well as comprehensive care management and pastoral support. The model and subsequent reorganisation also centres on providing a service that is more flexible, supports personal choices, is close to where people live and integrates users into their communities.</p> <p><u>A need to match staff and management capacity and skills with the new model of service.</u></p> <p>The new social bases need to be lead and staffed on a daily basis by personnel that have a range of skills that covers amongst other things, supporting community access and inclusion, dignified personal care, risk management, driving, activity coordination, support for carers and basic administration. It is also important that the composition of the staffing dedicated to each team reflects the diversity of the client group and their relevant carers, so that users and their carers feel comfortable and identify with those charged with assisting them.</p> <p>It is also important that the complex needs service, positive behavioural support service and care management/ pastoral support roles are lead by individuals that have significant experience and skills related to the respective areas of specialism. Historically carers, those with complex needs and those who challenge have not had dedicated support of this kind and this has meant itself to carers not receiving the support or responsiveness they require to continue happily in their caring roles. Similarly, those with the most complex needs and /or challenging behaviour have not been able to fulfil their potential. Consequently the reorganisation recognises past deficits and is dedicated to addressing this inequality of provision and resources.</p> <p>The business manager role is viewed as an essential function to enable the service to adapt responsively to change to ensure that resources are maximised in terms of complex user groups taking up the service. This role will also support the service to respond to change in a strategic and well thought-out way in order to preserve provision for the most profound, vulnerable and complex people.</p> <p><u>Longer term risk to individuals development and safety if service is not adapted.</u></p> <p>The in-house day-service for adults with learning disabilities provides service to people with a wide range of needs. Through the implementation of 'Better Days', the service predominantly supports those with more complex physical care needs and profound learning disabilities. A significant number of service users also exhibit behaviours that challenge. Some people currently have,</p>

and in the future will need, access to specialist equipment – tracking systems and hoisted wet-rooms and changing beds. All service users should have opportunities to be part of their communities and enjoy a range of services and activities. If appropriate, accessible, fit for purpose bases are not provided, then some of the most vulnerable, complex individuals will remain segregated and unable to capitalise on mainstream resources and the support of their communities. This will lend itself to dependence and the emotional impact and associated high costs of this sort of provision. It is likely that service users unable to access and integrate with their communities are likely to express dissatisfaction and as a consequence may require more support. Safeguarding referrals are also likely to increase if appropriate services are not provided. Without the proposed specialist provision set out by 'Better Days' and the proposed staff and management structure to run the new model of service, current users could become isolated and would certainly struggle to fulfil their potential.

Service user involvement in design of new provision.

From the outset, services users and carers have been consulted in conjunction with the 'Better Days' agenda. The message from person centred planning meetings has overwhelmingly been that people would like more choice, more opportunities to be out and about with scope to become more independent, this is mirrored by national feedback. In addition to this, carers and service users have expressed the need for a building base and support from paid staff as and when they need it.

Evaluation of impact of changes on individuals.

It is important to measure the impact of these changes on the lives of potentially vulnerable users and their families, as well as the existing staff team. Therefore the lead officer with specific responsibility for user and carer development will be working through the Community Partners Scheme and directly with users, carers and the project team to develop a systematic way of measuring the outcome for service users of the changes which are taking place. In addition to this, thorough consultation will be undertaken with the existing staff team. In terms of the staffing reorganisation, this will involve assessing the beneficial outcomes of the complex needs service, positive behaviour support function and benefits to people and their families in terms of effective and responsive care management and pastoral support. It will also be beneficial to assess the effectiveness of the link-worker/key-worker function in terms of how frontline staff interact with carers and service users and respond to individual requirements, as well as service users and carer willingness to liaise with the frontline staff team.

- Personal feedback from staff and service users and carers ascertained from regular forum meetings.
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Support with identifying other resources.

In terms of service provision for people with profound learning disability, complex physical disability and/or challenging behaviour, there is currently little/no alternatives within Borough to the provision set out in 'Better Days'. There are out of borough services, however these are both costly and over subscribed. Without providing services in Borough as set out by 'Better Days', current and future service users would have little or no access to day-service provision and their family carers would have little scope for much needed respite during the day. This could in turn lead to the breakdown of family living arrangements.

Providing new services to meet individuals needs and allow greater flexibility and choice

The development of the social bases will create capacity for approximately 80 people at any one time and be somewhere for service users to meet with friends and access support from staff if they need it. The amount of time each user will spend at the bases will vary according to their needs and their individual personalised plan. The bases will also be available if for some reason an element of an individual programme is not available e.g. building or service unavailability, user wants to change activities. Similarly, the complex needs Hub and the service to support those with behaviours that are considered challenging will have capacity for 50 and 20 people respectively. It is important to note, that whilst these two specialised elements of the day-service will deliver support not readily available elsewhere, users of the service will also have access to the community bases and be supported in the community, which will provide greater flexibility and choice in terms of how the spend there days.

Are there any criteria/requirements or aspects that could contribute to inequality?

Whilst the bases are suitable and considered fit for purpose in most aspects and indeed an improvement on the existing services accommodation because of the smaller more intimate environments, stronger links with the local community and improved transport links and access to local amenities, there are currently limitations in terms of accommodating wheelchair users at all the bases. The facility will need to be upgraded in terms of ramped access to the building and also a hoisted, lay down, wet-room toilet facilities.

- Not implementing the complex needs Hub or positive behaviour support service, would have a detrimental impact in terms

of the support and opportunities available to these users groups and their families.

- Carers/parents of long term service users are used to current provision and will need support adapting to the change.
- Transport and travel arrangements will need to be re-routed and independent travellers supported to learn new routes
- Existing service users, will require some support adapting to the closure of Atheldene, this will include more consideration in terms of enabling people to maintain contact with long-term peers. Certain individual will take time to orientate themselves to the new layout of the bases, particularly people with ASD who will require some time to establish a revised routine. For a small handful of service users, particularly those who have used Atheldene for many years, there will be a period of adjustment in terms of losing a familiar setting that was the venue for important memories and experiences. In essence, some people may find it difficult to leave behind the security of Atheldene/ Burtwood Lane S.E.C the institution.

Section Three – Assessment of Impact.

What does available data/results of consultation show for take up/usage and other outcomes? What is the impact on different groups?				
People accessing the Atheldene Centre have wide ranging support needs and travel from all across Wandsworth. For many it has been the only choice available to them within the in-house day service provision. Below represents a comparison in terms of the diversity of the existing service user group and the existing staff team				
Total service users	116	Total Staff	58	
Wheelchair users	18		0	
Mobility difficulties/ sensory impairment/other	15		6	
Learning disability	116		3	
Male	68		19	
Female	58		39	
20s	6		0	
30s	25		17	
40s	46		22	
50s	22		18	
60s	15		6	
70s	1		0	
80s	1		0	
Asian British	15			
Afro Caribbean British	25		18	
African British	10		8	
White British	66		31	
SW17	27			
SW12	23			
SW15	23			
SW11	11			
SW18	17			
SW16	10			

SW19	2			
SW4	1			
CR	1			
SW9	1			

The user group of the Atheldene Resource is very diverse as would be expected in an inner London Borough. The Atheldene resource could be deemed as a one size fits all model, as the service supports the full spectrum of learning and physical disability. Similarly the service supports adults of all ages, genders, ethnicity and sexual orientation. Sexual orientation is not included in the data above as this is normally disclosed in confidential forums such as reviews and network meetings. As would and should be expected the staff team is also diverse and one of the objectives in terms of the restructure of the staff and management team will be to continue to reflect the clients/ carer diversity within the staff team. It may be necessary to specifically encourage applicants from underrepresented groups.

The new model of service will continue to support this diverse group of individuals, with emphasis on a more tailored approach. The more intimate nature of the bases means that more time and focus can be delivered in meeting each individual's aspirations. As can be seen by the geographical spread, the largest clusters of service users live in SW17, SW12, SW15, SW11 and SW18. When Atheldene was the only resource, people would have to travel from SW17, SW15, SW11 and SW12, to SW18 each day. The new model of service sees a service footprint in SW17, SW11 and SW15, meaning people have to travel short distances and can access a resource that in their local community. Similarly, those living in SW16 and SW19 have a shorter journey to make contact with the service.

In terms of Ethnicity, age, gender and other equality variables, the new model of service will have no significant bearing on how these are addressed and it is hoped the more intimate nature of the service will realise a more personalised approach. It will be important that the staff team reflects the diversity of service users and their families so that service users and carers feel comfortable and able to relate to the staff team.

The main equalities issue associated with the new model of service apart from the complex and challenging needs of the service users will be the expertise of the staff deployed following a reorganisation of the management and staff team. It will be important that the frontline staff have the ability and skills to support those with complex needs, behaviours that are considered challenging and profound learning disability. It will also be important that they are able to form close and meaningful relationships with family carers in order to provide essential pastoral support.

Profile of current service users Vs staff group.

The current user group using the in-house day-service are all assessed as substantial or critical under the FACs criterion.

Several current users receive continuing care funding as they have ongoing health needs. A substantial number of service users have complex physical disability and/or profound learning disability. A significant number are also on the autistic spectrum, have behaviour that is considered challenging and/or mental health illness. Consequently, it is not only important to recognise the service users and carer diversity within the staff team, but also important to employ people with a range of specialist skills to deliver the outcomes of the 'Better Days' model. This will include amongst other things, skills in positive behavioural support, empathy, an ability to support intimate personal care in a respectful and dignified manner and good safeguarding and risk assessment experience.

Do the results show that there is an adverse impact?

No, The implementation under 'Better Days' of the four accessible social bases, fit for purpose complex needs hub and positive behaviour support service can all be viewed as a step forward in terms meeting the needs of and creating meaningful opportunities to people with very complex needs. The location of the elements of service means that people should not have to travel far. The nature of the service indicates that service users will feel more included in their local communities. It is essential that the staff and management resource is reorganised in order to deliver the improved model of service set out by 'Better Days'. The net outcome for service users and their carers through the full implementation of 'Better Days' and required staff reorganisation will be a positive one. Arguably, the more intimate person centred nature of the new model will enable the service to address more positively the diversity of the user group.

Section Four- Improving the service delivered.

If the EIA has shown that there is an Adverse Impact what changes or practical measures would reduce adverse impact on particular groups?

No Adverse Impact.

What can be done proactively to improve access to/take up of the service?

- Ramped disabled access, and the installation of a specialist changing rooms at all of the community bases
- Carers/parents of long term service users are used to current provision and will need support adapting to the change.
- Develop more flexible transport provision that is able to cater for a range or requirements. DTS, WCT, TB, Taxi and independent travel.
- Completion of a fit for purpose complex needs hub, which must include changing rooms, sensory room and disabled toilets.
- A reorganised staff and management team that's skills are focused on meeting the range of needs exhibited by those with complex needs, profound learning disability and behaviours that are considered challenging.
- A separate base to support people that challenge when they are experiencing a period of crisis.
- Travel buddies supporting people to learn new routes to the bases.
- Supported taster sessions and gradual transition to the new bases.
- Coffee mornings and regular monthly forums to discuss changes and developments with carers.
- Feedback questionnaire to gain insight into what is going well and not going well to inform decision making.

What is the justification for taking these measures?

The Better Days strategy fulfils national policy objectives of increasing social inclusion for people with learning and/or physical disabilities, and extending choice and control. Working in smaller groups assists the personalisation process, and makes the service more responsive to the needs and wishes of service users and carers. Additionally, providers and users of mainstream community facilities will become more aware of people with learning disabilities and the issues they face, which should improve social integration. The Better Days strategy towards usage of premises helps future-proof the service, ensuring that vulnerable people will have the support they need in the longer term.

The new model of provision will enable the in-house provider to engage better with adults with learning disabilities. It is important that the staff structure fits with the new model of service as this will be essential in terms of delivering the desired service outcomes. This will enable us to have an improved scope for addressing the needs of people with profound learning disability, complex physical disability, autistic spectrum disorder, dual diagnosis, frail elderly and challenging behaviour.

What future monitoring and evaluation tools will be appropriate and effective?

Service users and carers will be surveyed within three months of any change to the location or nature of the service they receive. An EIA review will be added to the annual care review received by all service users.

- Personal feedback from staff and service users and carers ascertained from regular forum meetings.
- Measurable changes in client responses and behaviour patterns (for example, no increase in the level of reported incidents)
- Number of excursions taken to community activities and amenities
- Travel time spent getting to/from activities and amenities
- Variety, suitability and cost of lunches taken by clients
- Impact of the new location on risk assessments in place for each client

Section Five – Summary

What are the key findings of this EIA

The major proposed changes are that service users will receive a service as near as possible to the communities in which they live and that service users should have more choice and be able to shape the service so that it meets their individual needs, including cultural and religious needs. Furthermore, specialised provision, supporting people with complex physical disability, profound learning disability and behaviours that are considered challenging, will be available in Borough and close to where people live. This will be advantageous to all users of the service and particularly for users and carers of people with complex needs.

The discussions with service users, carers and staff have not revealed any particular issues specifically related to racial equality, gender or sexuality. The overall aim of the proposal is to ensure that as individual's values, beliefs and cultural needs and expectation are met through the way in which the personalised service is delivered. As part of the reorganisation of the staff and management structure, the diversity of the user group and their carers will be taken into consideration, with the aim of matching the diversity, skills and attributes of the staff team as best a practicable to that of service users and carers. As the Better Days Strategy is implemented equalities issues will be kept under review and any adjustments which are required will be reported to a future Committee.

Are the aims of the service/policy consistent with wider Council policies on Equality and Diversity?

The Council's equality statement says, "It is our policy that no service user is discriminated against because of their disability, gender, race/ethnicity and other dimensions of disadvantage and discrimination including age, sexuality and religion or belief." The Better Days strategy supports this by increasing social inclusion for people with learning and/or physical disabilities, and extending choice and control. Working in smaller groups assists the personalisation process, and makes the service more responsive to the needs and wishes of service users and carers. Providers and users of mainstream community facilities will become more aware of people with learning disabilities and the issues they face, which should improve social integration. The Better Days strategy towards usage of premises helps future-proof the service, ensuring that vulnerable people will have the support they need in the longer term. The development of specific provision under 'Better Days' for people with complex physical disability, profound learning disability and behaviours that are considered challenging also secures opportunities for this often disregarded segment of society.

In reorganising the staff and management structure to deliver the new model of service set out in 'Better Days', the aims of the service are wholeheartedly recognising the council and national policy in terms of equality and diversity.

What are the priority recommendations and actions?

- That the proposed new organisational structure is recruited to as quickly as possible following committee approval.
- Service users and carers are involved in the recruitment process.
- Carers/parents of long term service users are used to current provision and will need support adapting to the change. Carers/parents will be regularly informed and consulted about developments, via ongoing regular carer's forums coffee mornings and other consultation mechanisms.
- Regular surveying of service users will be undertaken to determine what is going well, what is not going well. This to inform decision making.
- Carers/ parents and service users will be regularly consulted to determine the benefits of the pastoral support function of the service, as well as all other functions outlined in the new staff structure.

How can these recommendations be built into wider planning and review processes?

These actions will be included in the Corporate Equality Plan and progress against them will be monitored annually.

Monitor experiences of service users and carers in terms of new provision, qualitative and quantitative information mentioned earlier, ensuring attention is paid to all equality strands.

Record the number of service users with wheelchairs access the base and accessing the community and compare with current activity data.

Record the number of incident forms across the service to predict any positive trends in terms of a reduction in the number of challenging incidents.

Record the number of care management issues addressed satisfactorily by the day-service.

Record the experiences of carers in terms of a positive perception of pastoral support received by the service

What indicators of effectiveness or targets are recommended for future use?

Impact on service users: service users and carers will be surveyed within three months of any change to the location or nature of the service they receive.

An EIA review will be added to the annual care review received by all service users.

The numbers of new referrals taking up the service who have complex physical disability, profound learning disability and behaviour that is considered challenging.

A reduction in the number of challenging incidents.

Staff satisfaction and turnover.

Financial Impact: Ongoing monitoring of the day care budget will be undertaken. The impact of efficiencies will be evidenced in the level of the unit cost that will need to be levied in order to run the day care service.

Which of the following does the service/policy relate to? (you can select more than one)

1. Eliminating discrimination (Y/
2. Promoting equal opportunities (Y/
3. Promoting good relations (Y/

How would you rank the service/policy in relation to relevance to equality? (select one level only)

High

Why did you allocate this ranking?

A core objective of the Day Care Service is to protect and extend the rights, choices and independence of the vulnerable people in its care, with a particular focus on the most vulnerable individuals. These individuals tend to fall into the complex physical disability, profound learning disability and challenging behaviour group.

Section Six – Action Plan.
These actions will be added to the Corporate Equality Plan.

Tip; Make sure this action plan matches what you have put in your summary in terms of priority actions, impact etc. Complete this in draft before you send your EIA out to external organisations. Amend, if required, depending on feedback received.

Action	Who will be responsible?	Resources and training required	Targets and milestones (give three year target and milestones)
The experiences of those attending the service to be monitored regularly following the reorganisation of the staff and management team and any issues recorded, and recommendations implemented as and when they arise to achieve the service objectives.	Will Olmi Mark Honan Louise Hayes	Project Team to be established, including day care staff, carers and service users	New organisational staff and management structure to be fully operational by July 2014
Carers/parents of long term service users are used to current provision and will need support adapting to the change. Carers/parents will be regularly informed and consulted about developments, via ongoing support via ongoing Carers forums and other methods	Will Olmi Mark Honan Louise Hayes	Regular forums, coffee mornings, reviews.	Ongoing throughout service changes
All required building adaptations to be completed and the complex needs hub, four social bases and positive behavioural support function fully operational.	Will Olmi Mark Honan Louise Hayes	Capital funds to improve the facility in line with surveyors report.	All building work to be complete by July 2014
Consultation with staff to be held to address the staff reorganisation and reduce the impact on staff and the service as much as possible.	Will Olmi Mark Honan Louise Hayes	A series of staff consultation meetings. Staff side involved in the consultation.	Starting in December 2013 and on-going.

Section Seven – Feedback on the findings of the EIA

What did external organisations say about your findings when you shared this EIA with them?

Service users and carers/parents have been consulted throughout the planning and development process. Feedback has mostly been positive, particularly from the service users.

Service Users have been present at Forum meetings conducted since 2007. Those present have been from a range of ethnic backgrounds and with different physical/cognitive ability levels. The minutes taken at those meetings include the following recorded responses:

- Will asked the client group in general if they liked the idea of moving out of Atheldene, and visiting possible new centres. Several people said 'yes' enthusiastically (there were no 'no' responses).
- Will asked everybody if they were feeling nervous about these plans. Nobody said they were. Several people answered that they were not nervous, and would like to move out of the Atheldene.
- Will asked generally: 'How do you feel about this?' All service users present said they were fine about it, with [some] saying they were 'happy'.
- Will asked for thumbs up or thumbs down to the proposals. There were thumbs up all around the room.
- Since the commencement of the pilot phase, feedback from a number of service users and staff has been that they like the new venue. This is included within appendix 1 of the committee report.

Some carers have been fearful of change, and have expressed worries about how integration can be achieved, and the challenges of managing an individual budget. However, the majority are fully supportive of what is proposed and understand the reasons why the proposals have been made.

There have been ongoing discussions with external service providers in the borough who work on behalf of people with learning disabilities. Organisations such as Thrive, Mencap, Hail, Southside, Workshop 305, O.I.P. and Generate have been supportive of the proposed changes and are interested in working in partnership with the in-house Day Care Provider Services to ensure that the needs of local people are fully met.