



Equality Impact Assessment (EQIA)

Section 1: About the proposal

Title of Proposal	
Budget savings proposals 2020/21: combined Equality and Socio Economic Impact Assessment	
Intended outcome of proposal	
To inform IJB's decisions on the HSCP budget for 2020/21	
Description of proposal	
<p>The overall budget proposal contains a series of savings which have been developed by the HSCP's Senior Leadership Team in order to deliver a balanced budget for 2020/21. Individual EQIAs have been prepared for each of the "Policy" related savings proposals. These are the proposal which have been assessed as impacting service users and / or service deliverers in some way. Following completion of the individual EQIAs, this combined impact assessment brings together their conclusions so that the cumulative impact of the budget savings proposals can be assessed before decisions are made by the IJB.</p> <p>In total, these proposals would reduce staffing levels by at least 10.7 FTE. In some areas the level of staff affected has not yet been identified. Wherever possible, savings will be taken through turnover in order to avoid redundancy and / or redeployment being required.</p>	
HSCP Strategic Priorities to which the proposal contributes	
Lead officer details: The lead officer of each savings proposal is the third tier manager or Head of Service for the relevant business area. The lead officer for the overall EQIA is the Head of Finance & Transformation.	
Name of lead officer	Judy Orr
Job title	Head of Finance & Transformation
Appropriate officer details	
Name of appropriate officer	Caroline Cherry, Head of Adult Services Alex Taylor, CSWO and Head of Children & Families Stephen Whiston, Head of Strategic Planning & Performance Linda Currie, Lead AHP professional Kirsteen Larkin, SW admin manager Gillian McCready, Project Manager Jayne Jones, Commercial Manager, ABC
Sign-off of EIA	Judy Orr, Head of Finance & Transformation
Date of sign-off	16 March 2020

Who will deliver the proposal?

The proposals will be delivered by the HSCP's Senior Leadership Team (SLT)

Section 2: Evidence used in the course of carrying out EIA

Consultation / engagement

The Heads of Service have consulted with staff groups affected. They have also identified information from the wider budget consultation, dementia services consultation and other engagement with stakeholder groups pertaining to their proposals.

This impact assessment should be read in conjunction with the findings of the budget consultation which is the subject of a full report to the IJB as part of the agenda for 25 March 2020. The interim findings were presented to the IJB development session on 26 February to ensure findings could influence the EQIAs.

Data

Data has been gathered by the SLT members from a range of sources as set out in the individual EQIAs.

As at 16 March 2020, the net number of posts identified as being at risk of redundancy as a result of the budget savings proposals is 10.7 FTE. The details for each saving where staff are potentially affected are set out in the table below:

Savings ref	Description	FTE affected
2021-1	Dementia services review	0
2021-2	Standardise procurement of food	Not known
2021-3	Allied Health professionals workforce planning	1.5
2021-4	Admin & clerical productivity enhancement through digital	Not known
2021-5	ECCT and Mull staffing review	3.1
2021-7	Remodelling of day services	Not known
2021-8	Review maternity out of hours arrangements	0
2021-9	Review health visitor and school nurse staffing	1.1
2021-10	Transformation of social work admin	Not known
2021-12	Staffing review of social work and para professional posts	5
2021-16	Medical services Dunoon	Not known

Where there is no entry in the table above, this confirms that the savings proposal does not affect any staff currently in post. Where savings relate to vacant posts, these posts are also not included above. In some savings areas, the FTE affected have not yet been identified.

The employees in post are a mix of male and female staff with the more female staff being affected. This is a reflection of the workforce employed in these roles and is not an indication of females being targeted over males.

Other information

N/A

Gaps in evidence

Based on the information currently available, there is no evidence to suggest that job losses will be concentrated within any particular geographical locations, sex or age groups. However, as some of the savings proposals relate to reducing the number of posts within pools of staff, until the selection process has taken place, it is not possible at this stage to definitively profile the employees who will be affected by the savings proposals. The profile of employees affected will be monitored as the redundancy process progresses.

Section 3: Impact of proposal

**Impact on service users:
See table 2 attached**

If you have identified any negative impacts on service users, give more detail here:
<p>Proposal 2021-3: Allied Health Professionals (AHP) workforce planning has identified some negative impacts on service users on the assumption that having slightly fewer AHP staff will have some adverse consequences in terms of accessibility or waiting times and a reduction in early intervention and prevention work. Full risk assessments will be done for each vacancy prior to deciding how best to mitigate these impacts.</p> <p>Proposal 2021-9: Children & Families Health Teams have identified some negative impacts as this is likely to impact children & families and in particular island and more remote mainland populations who require additional support. With a net reduction of 1.1 posts overall, negative impacts have been minimised.</p> <p>Proposal 2021-12 Review of Children & Families social care staffing has identified negative impacts based on a reduced capacity of the service to make early interventions and undertake preventative work.</p>
If any 'don't knows' have been identified, when will impacts on these groups be clear?
<p>Proposal 2021-2: standardise procurement of food – the “don't knows” will be clarified as detailed proposals are drawn up on a site by site basis.</p>
How has 'due regard' been given to any negative impacts that have been identified?
<p>Yes. Resources will be utilised in a way that ensures that highest needs are always met. Impacts will be subject to close monitoring.</p>

**Impact on service deliverers:
See table 3 attached**

If you have identified any negative impacts on service deliverers, give more detail here:
<p>2021-1: Closure of Knapdale Ward will result in requirement to redeploy staff and there will be opportunities to redeploy into the new community model.</p> <p>Proposal 2021-9: Children & Families Health Teams have identified some negative impacts as this is likely to impact in particular island and more remote mainland populations who require additional support. With a net reduction of 1.1 posts overall spread across a number of locations, negative impacts on service deliverers have been minimised.</p> <p>Proposal 2021-10 “Transformation of Social Work Admin” has identified negative impacts and on service deliverers as the majority of staff affected are female on low incomes and a number of staff live and work in rural and island communities.</p>

If any 'don't knows' have been identified, when will impacts on these groups be clear?
<p>If proposals are approved by the IJB, work will be carried out during their planning and implementation phases to understand the impacts on groups where impacts are currently unknown. Mitigation to these impacts will be implemented as required.</p>

How has 'due regard' been given to any negative impacts that have been identified?
Negative impacts as described above are mitigated through minimising the impact on staff, and on front line service delivery affecting service users, treating all staff equally, noting that technology enables jobs to be done remotely, and staff will be provided with advice and support throughout the process.

Section 4: Interdependencies

Is this proposal likely to have any knock-on effects for any other activities carried out by or on behalf of the HSCP?	See below
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Details of knock-on effects identified
<p>2021-2: Noted that any changes to future care models will impact catering requirements.</p> <p>2021-7: Noted that there are inter dependencies between Older Adult day services, Learning Disability day services and HSCP run care homes. Changes may impact these other services but this cannot currently be quantified.</p> <p>2021-10: Knock-on impact of potential for reduced support to other parts of the service. Other staff may spend more of their time doing administrative tasks reducing time available to be spent with service users. Service users and staff may wait longer for admin processes to be completed e.g. paying invoices, dealing with recruitment</p>

Section 5: Monitoring and review

Monitoring and review
<p>Progress with the implementation of the individual proposals will be monitored by the relevant Heads of Service. This will include the implementation and monitoring of any identified mitigating measures.</p> <p>HR and Organisational Development will monitor redundancies and other changes in staffing.</p>