

Equality Impact Assessment

Section 1: About the proposal

Title of Proposal
Redesign of Learning Disability Day Services Staffing Structures

Intended outcome of proposal
<ul style="list-style-type: none"> • Consistency in staffing establishments and support delivery across the LD Day Services • Effective and robust guiding management to ensure that all registered locations are supported to achieve the best possible regulatory grades with innovative and solution based teams • Achieve financial savings and deliver value for money whilst encouraging sustainability for the future with increased autonomy • Appropriate and proportionate management provision of services is in place and meets the Care Inspectorate registration requirements • Roles and responsibilities of all staff members within the structure are clear and consistent • Job Descriptions are revised and updated, with a focus on a more generic health and social care approach • The number of frontline support staff is proportionate to the demand for support in each locality. Evaluation of roles and levels required based on support delivered in each registered location • Staff at all levels are supported with continual professional development and training opportunities, to support challenges with recruitment and retention of the workforce and ensure services are fit for the future

Description of proposal
<p>It has been a significant period since the staffing establishments across LD Day Services have been reviewed and response to staffing establishments have been reactive as opposed to strategic. This has resulted in inequity across localities, issues with suitable management cover and a considerable number of employees who are in receipt of 'acting up' responsibility or covering interim roles.</p> <p>Due to the lack of a strategic overview and direction for services, staffing levels and roles were unsuitable before the COVID pandemic with an emphasis of "numbers" of people being supported rather than the hours being delivered.</p>

The redesign of staffing structures within LD Day services will ensure equity and consistency in staffing structures across Argyll and Bute, whilst encouraging future sustainability.

The redesign will result in £164k of recurring savings, with additional monies being invested for staff CPD/Development opportunities as highlighted as a priority within the staff survey and SLWG. This will also support the recruitment and retention of staffing with the social care sector.

HSCP Strategic Priorities to which the proposal contributes


Efficiently and effectively manage all resources to deliver best value

A&B HSCP Transformation Programme – Redesign of LD Day Services

21/22 Quality and Finance Plan

Lead officer details

Name of lead officer	James Littlejohn
Job title	Service Manager
Department	Health and Social Care Partnership
Appropriate officer details	
Name of appropriate officer	Gillian Maidment
Job title	Service Improvement Officer
Department	Health and Social Care Partnership

Sign-off of EIA	
Date of sign-off	13/12/21

Who will deliver the proposal?

SLWG commenced on 30th March 2021, with representation from LD Management, Health, Social Work, Finance, Staff rep, HR and TU's

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

Consultation / engagement

Informal consultation/engagement with staff took place between

Monthly staff bulletins on SLWG progress

Formal consultation period due to take place between Jan-March.

Data

Financial Data – Social Work Finance Team

Employee Data – HR Team

Staff Feedback – staff survey and analysis

Service Level/Demand Data – Day Services locations

Other information

A&B also took part in the ihub collaborative lead by HIS for the redesign of Day Services, alongside 7 other HSCP's.

Gaps in evidence
N/A

Section 3: Impact of proposal

Impact on service users:

	Negative	No impact	Positive	Don't know
Protected characteristics:				
Age		X		
Disability			X	
Ethnicity		X		
Sex		X		
Gender reassignment		X		
Marriage and Civil Partnership		X		
Pregnancy and Maternity		X		
Religion		X		
Sexual Orientation		X		
Fairer Scotland Duty:				
Mainland rural population		X		
Island populations		X		
Low income		X		
Low wealth		X		
Material deprivation		X		
Area deprivation		x		
Socio-economic background		X		
Communities of place		X		
Communities of interest		x		

If you have identified any negative impacts on service users, give more detail here:
The redesign of staffing structures across internal day services will ensure that services are sustainable and fit for the future, whilst delivering best value. This is viewed as a positive impact for service users, after the future of day service provision has been under threat for a number of years.

If any 'don't knows' have been identified, when will impacts on these groups be clear?
N/A

How has 'due regard' been given to any negative impacts that have been identified?
N/A

Impact on service deliverers (including employees, v olunteers etc.):

	Negative	No impact	Positive	Don't know
Protected characteristics:				
Age		X		
Disability		X		
Ethnicity		X		
Sex		X		
Gender reassignment		X		
Marriage and Civil Partnership		X		
Pregnancy and Maternity		X		
Religion		X		
Sexual Orientation		X		

	Negative	No impact	Positive	Don't know
Fairer Scotland Duty:				
Mainland rural population		x		
Island populations		x		
Low income	x		x	
Low wealth	x		x	
Material deprivation		x		
Area deprivation		x		
Socio-economic background		x		
Communities of place		x		
Communities of interest		x		

If you have identified any negative impacts on service deliverers, give more detail here:
<p>Total staffing establishments will reduce from 45.7FTE to 43FTE, however there have been significant vacancies within day services for the last 3 years.</p> <p>Both positive and negative impacts have been identified in relation to Low Income and Low Wealth as a result of the proposed staffing restructure.</p> <p>Those within the social care sector are generally regarded as lower paid workers, with the large majority of the LD Day Services workforce on salaries of less than £27k pa.</p> <p>Following the outcome of the job evaluation process, the new Support Worker role has been evaluated as an SLGE 6 (with previous Assistant Development Worker role being an SLGE 5). This is viewed as a positive impact on the lowest paid staff within Day Services.</p> <p>However, due to the new structure consisting of a reduced number of SLGE 8 and SLGE 12 posts and the addition of an SLGE 13 post, there is a higher impact on staff within these roles.</p>

If any 'don't knows' have been identified, when will impacts on these groups be clear?
N/A

How has 'due regard' been given to any negative impacts that have been identified?
<p>The SLWG (including Staffside and TU representation) will ensure the A&B Council's redeployment/redundancy processes and procedures are followed where appropriate. This will ensure that all employees affected are treated equally.</p> <p>In line with Council procedures, redeployment opportunities will be explored prior to any staff redundancies.</p>

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?	Maybe
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Details of knock-on effects identified
There may be an indirect impact on other internal social care settings following the job evaluation of the new roles within the proposed structure.

Section 5: Monitoring and review

Monitoring and review

Monthly updates A&B Transformation Board, and Finance and Policy Committee

SLWG will continue to monitor and review the progress of the redesign and implementation