

Equality Impact Assessment

Proposed Closure of Badgers Wood



1. Topic of assessment

EIA title:	Proposed closure of Badger Wood residential home
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EIA author:	Chris Esson Project Manager (ASC)
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2. Approval

	Name	Date approved
Approved by¹		

3. Quality control

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4. EIA team

Name	Job title (if applicable)	Organisation	Role
Philippa Alisiroglu	Interim AD Service Delivery	Surrey County Council	Lead Officer
Sally Dickens	Senior Manager Service Delivery	Surrey County Council	Contributor
Sally Reardon	Registered Manager Badgers Wood	Surrey County Council	Contributor
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Chris Esson	Commissioning Manager	Surrey County Council	Contributor
Stuart Deacon	Project Officer, ASC Policy and Strategy	Surrey County Council	Contributor

5. Explaining the matter being assessed

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<p>What policy, function or service is being introduced or reviewed?</p>	<p>Proposed closure of Badger Wood – in-house residential home for people with learning disabilities - and re-provision of suitable alternative services for residents.</p> <p>Badgers Wood Residential Care Home</p> <p>Surrey County Council has owned and managed Badgers Wood in Ottershaw, a residential care home for people with learning disabilities, for almost 40 years.</p> <p>This home is registered for 17 people but currently has 10 individuals living there. The home has run below capacity for at least 5 years.</p> <p>The home also provides a short-break service. There are 6 individuals that occasionally book to stay for a weekend or a week. It should be noted that the Learning Disability PVR required separation of residential care (people's homes) and short breaks, in keeping with Care Quality Commission guidance.</p> <p>There are nine permanent members of staff (including the Home Manager) and ten bank staff.</p> <p>In its current form the building is not a service that would be of interest to individuals and their parents / carers looking for a service, and in particular young adults (18+) as modern services are generally developed on the basis of accommodation for 4 to 8 people, in response to what individuals and parents carers prefer.</p> <p>While Badgers Wood is able to operate a good quality service for current residents, there has only been one new referral to the home in the last 18 months. Given the availability of alternative services which better fit current commissioning intentions, there is no expectation that there will be any new referrals into this service.</p> <p>The PLD Commissioning team continue to work with the external provider market to develop more modern local accommodation for people with learning disabilities requiring care and support. It has been confirmed that there is sufficient capacity in the market to accommodate individuals as part of a re-provision programme.</p> <p>In order to determine future services as part of any re-provision programme, current & future support needs would be determined through the social care assessment process. All of the permanent residents at Badgers Wood were recently been reviewed (as part of their annual review process) and as a result:</p> <ul style="list-style-type: none">• One individual decided to move to a shared lives service to provide greater independence – this is being progressed currently.• One individual has declared an interest in moving closer to their family – this will be examined in detail by the social care practitioner <p>Both individuals are being managed as part of Adult Social Care (ASC)</p>
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	<p>annual review and reassessment processes and not subject to any re-provision programme. This highlights that the occupancy levels are likely to reduce from 10 to 8 in the near future.</p>
<p>What proposals are you assessing?</p>	<p>The proposal is to close Badgers Wood and to reprovide suitable care and support services to the people living there (on a permanent and short term basis) at alternative locations to be determined during continuing care assessment and engagement work with the residents and their family/carers.</p>
<p>Who is affected by the proposals outlined above?</p>	<ul style="list-style-type: none"> • Current residents There are currently ten (four female and six male) permanent residents living at Badgers Wood. Four residents have lived at Badgers Wood for over 40 years. Most residents attend day services • Staff : Nine permanent staff and a pool of bank staff • Respite residents (Short-term breaks) – there are six people currently using BW for short-term breaks averaging a total of 25 days per year • Relatives/carers of those living at Badgers Wood

6. Sources of information

Engagement carried out

The person centred planning process used for the assessment of care needs is interactive and designed to make the preferences of those involved key in settling how their needs will be met. Planning aims to ensure the best outcome for each individual.

It is understood that a change of place to live is unsettling for vulnerable people and those who are concerned for their wellbeing and ASC has not underestimated the anxiety and concern that people could feel about these proposals. Our consultations with those affected have been designed to help us better understand the impact on individuals of any possible closure and how we might reduce this in making plans for new services.

A project management approach has been taken to enable the delivery of any service change with the focus of two way communications being on engaging residents, carers, families, staff and advocates to look at ways that better meet people's needs both now and in the future.

A project steering group was established to oversee the consultation process including key stakeholders from Personal Care and Support, Commissioning, Legal, Policy, Estates Management and Communications.

To co-ordinate the process of informing those affected of the proposal to close the service and enable them to take a full part in considering the implications of a closure, the Adults Leadership Team approved the following planning and materials:

- Engagement Plan for all stakeholders
- Easy Read Communication for residents
- Staff Briefing Paper

Associated briefing materials and letters were also prepared for use at meetings.

Following decision by cabinet to consult of the possible closure of the Home the following arrangements were carried out to inform and initiate the process of consultation with affected groups:

Residents

Residents were informed at a face to face meeting on 24 July 2014. The meeting was led by the Home Manager, supported by staff of the Home and two ASC Care Practitioners who had already been working with residents to reassess their care needs.

Home staff and care practitioners have subsequently continued to support each resident and have worked with each of them to begin creating a personal story board which shows what is important for them as an individual. These are being updated every week as part of the consultation on the proposal to close and form part of the process whereby residents can explore the choices they may wish to make in the event of closure.

These engagement processes would be continued in the event of a decision to close Badgers Wood, through to particular decisions about new services and relocation of individuals to new homes. There would be follow up procedures to monitor well-being following moves, to establish that residents were settling in, needs were being met as expected and to address any issues which arise concerning moves.

The personalisation assessment process also has built in systems for review, risk assessment

and quality assurance which apply in all needs assessment and care planning processes.

Families/carers

Families/carers were informed of the proposal to consult on closure of the home by letter dated 14th July 2014. They were invited to attend a meeting with ASC Managers on 24 July 2014.

Nine people attended the meeting, representing four of the ten residents.

The assessment and care planning processes were explained in detail and relatives assured that they would have opportunities to be involved in the assessment of their relative's needs.

Families/cares of those who use Badgers Wood for Short Breaks were also informed of the proposal and consultation by letter dated 14th July 2014 and have similarly been offered individual meetings with ASC managers.

Additional letters/emails and offers of face to face meetings have been made during the consultation.

No relative or carer has expressed objection to the closure of Badgers Wood – concern has been around what will then happen to residents and to know what future services would be like.

Staff of the Home

Staff were informed in advance of the submission of a request to Cabinet for consent to consult of the possible closure of the home at a staff meeting on 23 July 2014.

Service Delivery management, HR were in attendance.

A staff questionnaire was issued with the following specific questions to begin exploring the implications for staff, collectively and individually, and to enable staff to begin to share their views and preferences:

- Having listened to the reasons behind the options, please give some ideas/proposals. What would you like to see happen?
- What are your views on the proposals?
- Please list at least 3 things which are important to get right for you during the consultation?
- Please list at least 3 things which are important to get right for the individuals that live at Badgers Wood?
- What can you offer to support the process – e.g. photography/taking videos/producing easy-read documents/strong professional relationships with individuals & carers?
- Do you have any concerns or fears regarding the recommendations and what suggestions do you have to address these?

In addition to the questionnaire, there have been two further drop in sessions for staff with senior managers and regular team meetings led by the home manager.

During the consultation, staff have expressed that the current service is not sustainable and that closure of Badgers Wood would be an opportunity to provide a better service to people in the future.

A further formal HR consultation with staff would then begin on their opportunities for relocation to other suitable posts in ASC residential care.

Views expressed and further engagement

No one consulted has expressed a view that Badgers Wood should not close.

The concern of stakeholders has been that residents should receive good support in future and that, where they so wish, they should be enabled to maintain friendship groups with one another and connections/activity they enjoy within the local community.

Where any individual is unable to make or consent to future care provision because they lack mental capacity, suitable arrangements will be made in accordance with the Mental Capacity Act 2005 and its Code of Practice.

Data used

- Personal data relating to established needs of residents held by ASC and updated during reassessment processes run concurrently with consultation on possible closure of Badgers Wood.
- HR data on personal profiles of staff working within the home.
- Commissioning data on availability of other suitable LD Residential services in Surrey.
- ASC Home Closure Protocol
- Views of residents, relatives/carers and staff as expressed during the consultation process.

7. Impact of the new/amended policy, service or function

Table Overleaf

7a. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic ²	POTENTIAL POSITIVE IMPACTS	POTENTIAL NEGATIVE IMPACTS	EVIDENCE
Age	A choice of alternative new places to live has potential to improve the service received by residents.	The process of identifying suitable alternative services and the period of uncertainty during consultation on the proposal to close the home could potentially cause anxiety and would require careful planning and management to minimise unnecessary concerns on the part of residents.	A number of the residents at Badgers Wood are aged over 65 and have lived at home for a lengthy period. Some of them are physically frail/have long term health conditions. ASC will need to be clear that any alternative service for residents is suitable and meets their needs.
Disability	A choice of alternative new places to live has potential to improve the service received by residents.	The process of moving to a new home is disruptive and people would need close and careful support to understand what closure of Badgers Wood means for them and to identify and express their preferences about where they want to live in the future, based on well-sourced information about accommodation available which meets their needs.	Badgers Wood is a home for people with Learning Disabilities. ASC will need to be clear that any alternative service for residents is suitable and meets their needs.
Gender reassignment	None	None	
Pregnancy and maternity	None	None	
Race	None	None	
Religion and belief	None	None	

Sex	None	None	
Sexual orientation	None	None	
Marriage and civil partnerships	None	None	
Carers³		Carers will want to understand what is happening as plans for re-provision are developed and the implications for their family member – consultation has confirmed their concern to be involved. They will want to understand that the process will be responsive to their relatives views and preferences and that all possible advice support and reassurance will be available to minimise stress to them.	

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7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	POTENTIAL POSITIVE IMPACTS	POTENTIAL NEGATIVE IMPACTS	EVIDENCE
Age	None	None	

³ Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'

Disability	None	None	
Gender reassignment	None	None	
Pregnancy and maternity	None	None	
Race	None	None	
Religion and belief	None	None	
Sex		A high proportion of those who work at Badgers Wood are female and the proposal therefore has a greater impact on women.	<p>The evidence of the consultation to date is that staff understand the reasons why reprovision of services may be in the best interest of staff and they are concerned to support that process. They will want to know about further opportunities for themselves in due course.</p> <p>It is intended to offer staff a consultation on options for deployment to alternative jobs. This would be open to all staff now employed at Badgers Wood.</p>
Sexual orientation	None	None	
Marriage and civil partnerships	None	None	
Carers		It is possible that some staff have caring responsibilities. Should this become clear during the staff relocation consultation, and where there might be a negative impact on a staff member from relocating to an alternative post which would otherwise be suitable for them, reasonable adjustments	At this stage, we are not aware of particular issues which might arise for staff due to caring responsibilities, but this would be a matter to be explored through the HR relocation consultation process which would be carried out following a decision to close Badgers Wood.

		to working arrangements could be offered to accommodate their caring situation.	
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8. Amendments to the proposals

Change	Reason for change
None at present	

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Concern for residents due to change and uncertainty of a move	Careful on-going communication and support to explain what is happening and why, what it means for individuals, what choices they have as part of the reprovion process and what those will mean. The personal care and attention needed to give reassurance and limit stress.	Throughout the process	BW Reprovision Project Team (led by Chris Esson)
Concern for carers due to uncertainty of a move	Careful on-going communication and support to explain what is happening and why, what it means for individuals. Opportunities to be consulted and to receive informed and personal advice.	Throughout the process	BW Reprovision Project Team (led by Chris Esson)
Staff currently working at Badgers Wood may have issues in relocating to alternative jobs through the staff relocation process	HR consultation on opportunities for relocation to suitable alternative jobs within ASC.	Active from the date of a decision by cabinet to close the service at Badgers Wood.	Nardeep Rooprai (HR) & Service Delivery Management

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
None at present	

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	<ul style="list-style-type: none"> A consultation with residents/relatives/carers/staff at Badgers Wood has been undertaken 24 July 2014 – 2 September 2014. This has established the current views, concerns and preferences of residents, relatives/carers and staff about the proposed closure of Badgers Wood and their wishes should closure be approved. Commissioning Data about alternative LD Residential and care services in Surrey. HR data about alternative posts available within ASC for staff now working at Badgers Wood.
Key impacts (positive and/or negative) on people with protected characteristics	<ul style="list-style-type: none"> Concern to residents due to change and uncertainty of closure of badgers and the move to a new home. Concern to relatives/carers due to change and uncertainty of closure of the existing service and making arrangements for new services. Concern for staff about the implications of closure of Badgers Wood for their careers and the alternative posts which would be offered to them through relocation. Staff members with caring responsibilities may need consideration of those needs when relocation to alternative posts is being considered.
Changes you have made to the proposal as a result of the EIA	<ul style="list-style-type: none"> None to date
Key mitigating actions planned to address any outstanding negative impacts	<ul style="list-style-type: none"> Concerns to stakeholders about the change and uncertainty consequent on close of the service at Badgers Wood would be mitigated through continued information, consultation and advice throughout the change process, with personal support to individuals as appropriate to their needs.
Potential negative impacts that cannot be mitigated	<ul style="list-style-type: none"> None at present