

**The Future of the Eight Residential Care Homes for Older People Run by Surrey County Council**

Question	Answer
Did you use the EIA Screening Tool? (Delete as applicable)	No

**1. Explaining the matter being assessed**

Question	Answer
What policy, function or service change are you assessing?	<p>Simon White, the Executive Director for Adult Social Care, has taken the decision under delegated authority to consult on the future of the eight residential care homes for older people owned and run by Surrey County Council.</p> <p>The eight homes are:</p> <ul style="list-style-type: none"> <li>• Abbeywood, Ash Vale</li> <li>• Barnfield, Horley</li> <li>• Birchlands, Englefield Green</li> <li>• Chalkmead, Merstham</li> <li>• Heathside, Woking</li> <li>• Keswick, Great Bookham</li> <li>• Meadowside, Staines-upon-Thames</li> <li>• Orchard Court, Lingfield</li> </ul> <p>The homes offer residential care for older adults, both on a permanent basis and for short term respite, and discharge to assess purposes. Short term respite care is provided both on a one off and regular basis. Day care facilities were also provided at both Keswick and Barnfield although these ceased at the start of the COVID-19 pandemic and have not reopened.</p> <p>The consultation ran between 11 October 2021 and 5 January 2022. Following the closure of the consultation a report will be developed with recommendations for each home prior to the cabinet meeting on 22 February 2022 when the cabinet will be asked to make a decision about the future of each of the care homes. The report will take into account the feedback received during the consultation and other evidence.</p>

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# Equality Impact Assessment

Question	Answer
<b>Why does this EIA need to be completed?</b>	<p>Assessing the impact of any of the options that are being considered for the eight older people's residential care homes on different 'protected characteristic' groups is an important part of our compliance with duties under the Equality Act 2010.</p> <p>It provides insight into the impact on those people affected who have one or more of the protected characteristics and supports the identification of how best to mitigate any potential negative impacts and enhance the positive impacts.</p>

<p><b>Who is affected by the proposals outlined above?</b></p>	<p>The following groups could be affected:</p> <ul style="list-style-type: none"><li>• People who use services</li><li>• Families and carers</li><li>• Staff working in and supporting the homes</li><li>• Wider Surrey CC Staff</li><li>• Local stakeholders</li><li>• Partners</li><li>• Volunteers</li><li>• The local community</li></ul> <p><u>People, who use services, families and carers</u></p> <ul style="list-style-type: none"><li>• Permanent residents</li><li>• People who use respite services/short term placements including 'Discharge to Assess'</li><li>• Day-care users at Barnfield and Keswick only</li><li>• Respite uses (regular and one-off)</li><li>• Relatives and carers of people using services</li></ul>
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*Table 1: People who use services*

Name of Home	Number of residents as at 20/12/2021	Average number of regular respite users per annum as at 28/02/2020	Number of day-care users
Abbeywood	28	2	No facility
Barnfield	30	3	5
Birchlands	20	0	No facility
Chalkmead	25	0	No facility
Heathside	17	5	No facility
Keswick	19	0	7
Meadowside	13	6	No facility
Orchard Court	13	0	No facility

\*Data provided by each care home

\*Day care users relate to the number of people attending prior to the cessation of facilities in March 2020 due to COVID-19

\*Day care was used on average three times per week by each person

### Staff

- Care home staff and managers
- Trade union representatives
- Other Adult Social Care staff, in particular locality teams
- Wider SCC staff (Service Delivery staff and management team, central support teams including HR, Property, Pensions, contracts)

*Table 2: Staff Numbers*

Home	Head-count	Full-time	Part-time (under 36 hours)	Bank
Abbeywood	76	27	42	18
Barnfield	64	34	28	6
Birchlands	52	22	21	11
Chalkmead	64	23	29	15
Heathside	50	31	11	9
Keswick	43	24	16	6
Meadowside	64	24	29	15
Orchard Court	40	17	19	6
<b>Total</b>	<b>453</b>	<b>202</b>	<b>195</b>	<b>86</b>

There are 483 employments and 453 headcount - some staff have more than one employment. Data as at 23/12/2021.

# Equality Impact Assessment

Question	Answer
	<p>NB: Homes also employ agency staff on a regular and ad-hoc basis who will also be affected by any decision. GRI who source and manage agency staff for Surrey CC will be advised of any decisions and how staff may be impacted.</p> <p>Individual care home stakeholders</p> <ul style="list-style-type: none"> <li>• volunteers</li> <li>• neighbours</li> <li>• community groups</li> <li>• local suppliers</li> </ul> <p><u>Partners</u></p> <ul style="list-style-type: none"> <li>• faith, community and voluntary sector organisations</li> <li>• Clinical Commissioning Groups, health and social care organisations and providers</li> <li>• other local authorities (e.g. placing authorities)</li> <li>• acute hospitals</li> <li>• independent care home providers</li> </ul>
<p><b>How does your service proposal support the outcomes in <a href="#">the Community Vision for Surrey 2030</a>?</b></p>	<p>Having high quality residential care for older people is essential to achieve Surrey County Council's Community Vision for 2030.</p> <p>Decisions on the future of the homes will ensure that residential care can be provided for older people that fully meets the needs of each individual and that provides residents with privacy and dignity.</p> <p>This will help achieve the following ambitions that form part of our Community Vision for 2030:</p> <ul style="list-style-type: none"> <li>▪ Everyone lives healthy, active and fulfilling lives, and makes good choices about their wellbeing.</li> <li>▪ Everyone gets the health and social care support and information they need at the right time and place.</li> <li>▪ Everyone has a place they can call home, with appropriate housing for all.</li> </ul>
<p><b>Are there any specific geographies in Surrey where this will make an impact?</b></p>	<p>Impacts on all district and borough councils across the county of Surrey.</p>

# Equality Impact Assessment

Question	Answer
<b>Briefly list what evidence you have gathered on the impact of your proposals</b>	Survey feedback, Frequently Asked Questions (FAQs) from staff, residents, relatives and stakeholders. Feedback from meetings and e-mails from concerned parties. Academic studies, experience from other local authorities and local knowledge and experience.

## 2. Service Users / Residents

There are 10 protected characteristics to consider in your proposal. These are:

1. Age including younger and older people
2. Disability
3. Gender reassignment
4. Pregnancy and maternity
5. Race including ethnic or national origins, colour or nationality
6. Religion or belief including lack of belief
7. Sex
8. Sexual orientation
9. Marriage/civil partnerships
10. Carers protected by association

Though not included in the Equality Act 2010, Surrey County Council recognises that socio-economic disadvantage is a significant contributor to inequality across the County and therefore regards this as an additional factor.

## PLEASE NOTE:

- a) Where there is no impact on a protected characteristic, no evaluation has been included.
- b) A breakdown of characteristics by home has not been included because of the small numbers and the potential identification of individuals. Most impacts are applicable to all homes, but reference to day care facilities refer only to Barnfield and Keswick. Both Barnfield and Keswick provided Day Care Facilities prior to the COVID-19 pandemic. This service was withdrawn temporarily in March 2020 due to national restrictions and the decision was made not to reinstate it until a decision is made on the future of the homes.

- c) Three options for the future of the homes were proposed and are referred to in this document as Options 1, 2 and 3.

These three options are:

**Option 1: Maintain and sustain some or all of the eight residential care homes and continue to meet building compliance standards.**

**Option 2: Modernise and refurbish some or all of the eight residential care homes.**

**Option 3: Support residents to move to an alternative care home and close one or more of the eight residential care homes.**

# Equality Impact Assessment

## 1. Age

Question	Answer										
What information (data) do you have on affected service users/residents with this characteristic?	<p><b>Age Breakdown of Residents – All Eight Care Homes</b></p> <table border="1"> <thead> <tr> <th>Age Bands</th> <th>Residents</th> </tr> </thead> <tbody> <tr> <td>65 to 74</td> <td>9%</td> </tr> <tr> <td>75 to 84</td> <td>26%</td> </tr> <tr> <td>85 to 94</td> <td>46%</td> </tr> <tr> <td>95 +</td> <td>19%</td> </tr> </tbody> </table> <p>*Figures from Care Home managers @ 11/01/2022</p>	Age Bands	Residents	65 to 74	9%	75 to 84	26%	85 to 94	46%	95 +	19%
Age Bands	Residents										
65 to 74	9%										
75 to 84	26%										
85 to 94	46%										
95 +	19%										
Impacts (Delete as applicable)	Both positive and negative										

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Impacts identified for Age	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	<i>Who is responsible for this?</i>
<b>Positive Impact (Option 1)</b> No change to environment or routines for residents creates stability for older people.	Survey feedback	n/a	Ongoing	Area Director Service Delivery

Impacts identified for Age	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Positive Impact (Option 1)</b> If day-care facilities reopen at the homes, older people will benefit from stimulation and social interaction which will also help prevent isolation and loneliness.</p>	<p>Locality team information</p>	<p>Ensure all relevant locality and placement team workers are aware that the facilities have reopened.</p>	<p>Once a decision has been made to reopen the facilities.</p>	<p>Area Director of Service Delivery.</p>
<p><b>Negative Impact (Option 1)</b> In the event of infrastructure failure in the ageing buildings, residents may need to move to a different home in an emergency. Concern about the impact any move would have on the health and wellbeing of older people.</p>	<p><a href="#">Moving elderly residents can be stressful and cause anxiety (NHS 2015).</a>  Experience of moving older people in many circumstances, including home closures.</p>	<p>Business continuity plans in place. Reviewed annually.  Provider support protocol would be invoked.  Property services regularly survey properties to ensure regulatory requirements met.</p>	<p>Ongoing</p>	<p>Area Director of Service delivery</p>
<p><b>Negative Impact (Option 1)</b> Residents may have to move to a different home as the homes may not be able to meet their changing needs because of the layout and facilities of the buildings. Older people may therefore need to be moved when they are more frail.</p>	<p>Experience and knowledge of being unable to meet residents' changing needs at the homes.</p>	<p>Residents are regularly assessed so that changing needs can be identified. Social workers with experience in moving residents would be involved in any change of home required.</p>	<p>Ongoing</p>	<p>Area Director Service Delivery</p>

# Equality Impact Assessment

Impacts identified for Age	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Negative Impact (Option 1)</b> It will continue to be difficult to provide privacy and dignity as non-gender specific shared bathroom and toilet facilities will remain for older people.</p>	<p>Feedback from prospective residents and relatives visiting the homes indicates that having en-suite facilities is important to them.</p>	<p>Continue to treat residents with respect and dignity.</p>	<p>Ongoing</p>	<p>Area Director Service Delivery</p>
<p><b>Negative Impact (Option 1)</b> The control of infectious viruses and diseases will continue to be a challenge to manage as residents share bathroom facilities.</p>	<p>Practical experience of managing infections in the homes such as norovirus, flu and COVID-19.</p>	<p>Regular review of practice to ensure guidelines are being followed to minimise the risk of infections spreading.</p>	<p>Ongoing</p>	<p>Area director Service Delivery</p>

Impacts identified for Age	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Negative Impact (Option 2)</b></p> <p>Disruption to routines, activities and visiting for elderly residents of prolonged building work conducted whilst they are still living at the home.</p> <p>Worry and distress of living with noise, dust and workmen in their home.</p>	<p>Survey feedback cites this as the most popular option amongst residents and relatives. NB: the extent of any proposed building work was not known at the time of the survey.</p> <p>79% of respondents thought option 2, modernise and refurbish, was either 'positive or extremely positive' (data @ 02/12/21)</p>	<p>Work with property experts to formulate a phased plan of building work. Consider moving residents to one or more units of the home whilst work is conducted in other units.</p> <p>Consider moving residents to an alternative home if the work is likely to last several months or if the work identifies additional unforeseen issues that require a longer timeframe to remedy.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Area Director of Service Delivery</p>

# Equality Impact Assessment

Impacts identified for Age	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Positive Impact (Option 2, 3)</b> Potential to improve outcomes for people through an alternative service. Some older people could benefit from moving nearer family outside Surrey. Some older people could benefit from services such as specialist dementia care.</p>	<p>Previous experience of managing home closures, steering group feedback, consultation survey feedback.</p>	<p>Full assessments will be completed and relatives/advocates will be consulted to ensure location and facilities of any new home fully meet residents' needs.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Area Director of Service Delivery.</p>
<p><b>Positive Impact (Option 2, 3)</b> Alternative services may provide more suitable environments for residents such as larger rooms, en-suite facilities and closed staircases. New care home buildings may be able to better cater for residents' needs as they age.</p>	<p>Consultation survey feedback.  Local commissioning knowledge</p>	<p>Full assessments will be completed and relatives/advocates will be consulted to ensure location and facilities of any new home fully meet residents' needs.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Area Director of Service Delivery.</p>

Impacts identified for Age	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Negative impact (Option 2, 3)</b> Residents may be unable to find suitable alternative day care facilities. This may lead to isolation, loneliness and loss of social interaction.</p>	<p>Evidence provided from locality teams on issues previous day care users have had.</p>	<p>Locality teams/placements team to work with people to source alternative day care.</p>	<p>Ongoing</p>	<p>Area Director Service Delivery</p>

# Equality Impact Assessment

Impacts identified for Age	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Negative Impact (Option 2, 3)</b> Disruption of moving residents. Concern about the impact any move would have on the health and wellbeing of older people.</p>	<p>Survey responses from both residents and relatives indicate a high level of concern and anxiety around having to move from a care home.</p> <p>83% of all respondents thought that Option 3, Support residents to move to an alternative care home and close one or more of the homes, was either 'negative or extremely negative.' (Data @ 02.12.21)</p> <p><a href="#">Moving elderly residents can be stressful and cause anxiety.(NHS 2015)</a></p> <p>Experience of moving older people in many circumstances, including home closures.</p>	<p>Use previous experience of managing home closures.</p> <p>Learn from research and best practice from other home closures. Robust person-centred assessment for all, involving carers and relatives, and the development of transitional plans.</p> <p>Implement a phased approach to closure so the service can focus and ensure specific needs are met.</p> <p>Draw up an implementation timeline and be ready to respond to early requests.</p> <p>Residents would be supported to move by people they know eg staff in the care homes and families</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Area Director of Service Delivery.</p>



<p><b>Negative Impact (Option 3)</b> Demand for services will increase with the ageing population. More provision is needed and there may be challenges in identifying a suitable alternative placement.</p>	<p>Closure of the homes may have an impact on the availability of care home beds in Surrey for older people as Surrey's population is ageing.</p> <p><a href="#">Office for National Statistics (2014)</a></p> <p><a href="#">The Surrey Context – People &amp; Places (2019)</a></p>	<p>The eight care homes account for 3% of the care home beds for older people in Surrey so any impact would be minimal.</p> <p>Any closure of homes would be done on a phased basis so the additional demand on the market would be incremental. This would enable suitable placements to be identified.</p> <p>Surrey CC has a block contract of older people's residential care beds with Care UK that has 8% capacity (as at 15/12/2021).</p> <p>In 2022 Surrey CC is introducing a Dynamic Purchasing System (DPS) which is integrated with NHS Clinical Commissioning Groups. This will allow better market analysis and the easier identification of any gaps in provision.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Area Director of Service Delivery</p>
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# Equality Impact Assessment

Question	Answer
What other changes is the council planning/already in place that may affect the same groups of residents? Are there any dependencies decisions makers need to be aware of	None identified.

Question	Answer
Any negative impacts that cannot be mitigated? Please identify impact and explain why	None.

## 2. Disability

Question	Answer												
What information (data) do you have on affected service users/residents with this characteristic?	<p>Residents in the homes are older people with a range of support needs including health issues, physical and sensory impairments and learning difficulties. A significant percentage of residents have dementia both diagnosed and undiagnosed.</p> <p>NB: Many residents have more than one support reason, so figures below exceed 100%.</p> <p><b><u>Support Reasons for Residents in All Eight Care Homes</u></b></p> <table> <thead> <tr> <th>Support Reason Identified</th> <th>% of Residents</th> </tr> </thead> <tbody> <tr> <td>Physical Support - Personal Care Access and Mobility</td> <td>100%</td> </tr> <tr> <td>Support with Memory and Cognition</td> <td>82%</td> </tr> <tr> <td>Mental Health Support</td> <td>2.6%</td> </tr> <tr> <td>Support for Social Isolation / Other</td> <td>6.4%</td> </tr> <tr> <td>Sensory Support - Support for Visual Impairment</td> <td>1.9%</td> </tr> </tbody> </table> <p><b>*Data from care home managers @ 11/01/2022.</b></p>	Support Reason Identified	% of Residents	Physical Support - Personal Care Access and Mobility	100%	Support with Memory and Cognition	82%	Mental Health Support	2.6%	Support for Social Isolation / Other	6.4%	Sensory Support - Support for Visual Impairment	1.9%
Support Reason Identified	% of Residents												
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Sensory Support - Support for Visual Impairment	1.9%												

Question	Answer
<b>Impacts</b> (Delete as applicable)	Both positive and negative impacts.

Impacts identified for Disability	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	<i>Who is responsible for this?</i>
<b>Positive Impact (Option 1)</b> No change to environment or routines for residents with disabilities creates stability.	Survey feedback	n/a	Ongoing	Area Director Service Delivery

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# Equality Impact Assessment

Impacts identified for Disability	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Negative Impact (Option 1)</b>            In the event of infrastructure failure, residents with impairments or dementia may become agitated if they needed to move to a different home in an emergency. Concern about the impact any move would have on the health and wellbeing of an individual.</p>	<p><a href="#">Alzheimer's Association, Changing Care Providers (Accessed 17 December 2021).</a></p>	<p>Business continuity plans in place. Reviewed annually.</p> <p>Provider support protocol would be invoked.</p> <p>Property services regularly survey properties to ensure regulatory requirements met.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Area Director Service Delivery</p>

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Impacts identified for Disability	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Negative Impact (Option 1)</b> Some residents with disabilities may need to move out of the homes if their changing needs mean they need equipment such as hoists which cannot be accommodated because of the small room sizes.</p> <p>Would remain challenging to accommodate and use specialist equipment in small rooms.</p>	<p>Experience of dealing with residents with complex and increasing needs.</p>	<p>Training is provided to staff to encourage good practice when moving or handling residents. If care and support needs cannot safely be met, residents should be assessed and transferred to a care setting that can meet their assessed needs.</p>	<p>Ongoing</p>	<p>Area Director Service Delivery</p>
<p><b>Negative Impact (Option 1)</b> Residents with dementia and visual and physical impairments may be at risk of injury due to open staircases in 6 out of the 8 homes.</p>	<p>Experience of dealing with residents with dementia and complex needs.</p>	<p>Ensure all new residents are assessed and only offered a place in the home if there is considered no risk from the staircases.</p> <p>Reassess residents whose increasing needs give cause for concern and move to a more suitable home if required.</p>	<p>Ongoing</p>	<p>Area Director Service Delivery</p>

# Equality Impact Assessment

Impacts identified for Disability	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Positive Impact (Option 2)</b> Residents with a disability may be able to remain in the home whilst the building work was completed causing less disruption.</p>	<p>Dependent on the type of works commissioned.</p>	<p>Work with Surrey CC Land and Property to investigate building works.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Area Director Service Delivery</p>
<p><b>Positive Impact (Option 2)</b> Improved environment for residents with a disability.</p>	<p>Survey feedback.</p>	<p>Ongoing engagement with residents and their families as refurbishment is undertaken.</p>	<p>n/a</p>	<p>Area Director Service Delivery</p>

Impacts identified for Disability	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Negative Impact (Option 2)</b> Residents with physical or cognitive impairments may struggle to cope with the noise and potential changes to routine that living with prolonged building work may cause.</p>	<p>‘The importance of routine and familiarity to persons with dementia is profound! Daily structure can help decrease undesired behaviours such as aggression, restlessness and agitation.’ (2020) <a href="#">The Important of Routine and Familiarity to Persons with Dementia</a> <a href="http://alzheimersproject.org"> (alzheimersproject.org)</a></p>	<p>Work with property experts to formulate a phased plan of building work. Consider moving residents to one or more units of the home whilst work is conducted in other units.</p> <p>Consider moving residents to an alternative home if the work is likely to last several months or if the work identifies additional unforeseen issues that require a longer timeframe to remedy.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Area Director Service Delivery</p>

# Equality Impact Assessment

Impacts identified for Disability	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Positive Impact (Option 2, 3)</b></p> <p>Potential to improve outcomes for older people with disabilities through an alternative service.</p> <p>Some people could benefit from moving nearer family.</p> <p>Some people could benefit from services such as specialist dementia care.</p>	<p>Consultation and workshop feedback.</p> <p>Experience of moving older people in many circumstances, including home closures.</p>	<p>Ensure full assessments are completed and relatives are consulted to ensure location and facilities of any new home fully meet residents' needs.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Area Director Service Delivery.</p>
<p><b>Positive Impact (Option 2, 3)</b></p> <p>Some disability related needs may be better met in different environments.</p> <p>Larger rooms, en-suite facilities and closed staircases in new care homes may mean buildings can better cater for residents' needs.</p>	<p>Rejection of places at assessment.</p> <p>Alternative placements that have been used by Surrey CC for specific needs.</p> <p>Local knowledge.</p>	<p>Ensure full assessments are completed and facilities of any new home fully meet residents' needs.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Area Director Service Delivery.</p>

Impacts identified for Disability	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Positive Impact (Option 2, 3)</b> A more specialist environment may be beneficial to those with dementia.</p>	<p>Research has shown that ‘special care units can make a difference to the quality of life of residents and improve conditions for relatives and staff’. (2007) <a href="#">Cioffi, J., Fleming, A., Wilkes, L., Sinfield, M., &amp; Miere, J. (2007). The effect of environmental change on residents with dementia. The perceptions of relatives and staff.</a></p>	<p>Full assessments will be completed to ensure facilities of any new home fully meet residents’ needs.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Area Director Service Delivery.</p>

# Equality Impact Assessment

Impacts identified for Disability	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Negative Impact (Option 2, 3)</b> Residents with acute impairments or dementia may struggle to adjust to their new environment.</p>	<p><a href="#">Alzheimer's Association, Changing Care Providers (Accessed 17 December 2021).</a></p> <p>'Achieving closure: good practice in supporting older people during residential care closures' Glasby, Jon; Robinson, Suzanne; Allen, Kerry (2011) <a href="#">Achieving closure: good practice in supporting older people during residential care closures — University of Birmingham</a></p>	<p>Follow best practice guidance.</p> <p>Involvement and engagement with families / carers.</p> <p>Development of transitional plans.</p> <p>Staff from current homes to help with the transition.</p> <p>Adult Social Care team locality staff would plan to review new placements after 6 weeks.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Area Director Service Delivery.</p>



<p><b>Negative Impact (Option 2, 3)</b> Concern raised during consultation about the lack of alternative affordable provision including respite and day care provision for residents with a disability.</p>	<p>Survey feedback and feedback from relatives' meetings indicate concern over lack of local provision if homes were to close.</p> <p>Consultation and workshop feedback.</p>	<p>The eight care homes account for 3% of the care home beds for older people in Surrey so any impact would be minimal.</p> <p>Any closure of homes would be done on a phased basis so the additional demand on the market would be incremental.</p> <p>Surrey CC has a block contract of 293 older people's residential care beds with Care UK that has 8% capacity.</p> <p>(Data correct at 01/10/2021).</p> <p>In 2022 Surrey CC is introducing a Dynamic Purchasing System (DPS) which is integrated with NHS Clinical Commissioning Groups. This will allow better market analysis and the easier identification of any gaps in provision.</p> <p>Locality teams to source alternative day care facilities.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Area Director of Service Delivery</p>
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# Equality Impact Assessment

Question	Answer
<p><b>What other changes is the council planning/already in place that may affect the same groups of residents?</b></p> <p><b>Are there any dependencies decisions makers need to be aware of</b></p>	None identified.

Question	Answer
<p><b>Any negative impacts that cannot be mitigated? Please identify impact and explain why</b></p>	None.

## 3. Race

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Question	Answer														
<p><b>What information (data) do you have on affected service users/residents with this characteristic?</b></p>	<p><b><u>Ethnicity of Residents in All Eight Care Homes</u></b></p> <table border="1"> <thead> <tr> <th>Ethnicity</th> <th>Percentage of Residents</th> </tr> </thead> <tbody> <tr> <td>White</td> <td>92.14%</td> </tr> <tr> <td>Undeclared/Not Known</td> <td>5.05%</td> </tr> <tr> <td>Black / African / Caribbean / Black British</td> <td>1.69%</td> </tr> <tr> <td>Asian/Asian British Pakistani</td> <td>0.56%</td> </tr> <tr> <td>Other</td> <td>0.56%</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>100.00%</b></td> </tr> </tbody> </table> <p>*Data from LAS @ 03/12/2021</p>	Ethnicity	Percentage of Residents	White	92.14%	Undeclared/Not Known	5.05%	Black / African / Caribbean / Black British	1.69%	Asian/Asian British Pakistani	0.56%	Other	0.56%	<b>TOTAL</b>	<b>100.00%</b>
Ethnicity	Percentage of Residents														
White	92.14%														
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Asian/Asian British Pakistani	0.56%														
Other	0.56%														
<b>TOTAL</b>	<b>100.00%</b>														
<p><b>Impacts</b> (Delete as applicable)</p>	Both positive and negative impacts.														

Impacts identified for Race	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	<i>Who is responsible for this?</i>
<p><b>Negative Impact (Option 1)</b>                      In the event of infrastructure failure, residents with English as a second language may find it harder to cope if they need to move to a different home in an emergency. Concern about the impact any move would have on the health and wellbeing of an individual.</p>	<p>No impact identified for this cohort of residents</p>	<p>Business continuity plans in place. Reviewed annually.</p> <p>Provider support protocol would be invoked.</p> <p>Property services regularly survey properties to ensure regulatory requirements met.</p>	<p>Ongoing.</p>	<p>Area director Service Delivery.</p>

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# Equality Impact Assessment

Impacts identified for Race	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Negative Impact (Option 2, 3)</b> Current care homes may be based or nearby to an individual's particular ethnic community. If the new home is not in the same vicinity it may have a negative impact on their general wellbeing.</p> <p><b>Negative Impact (Option 2, 3)</b> Residents with English as a second language may find it more difficult to form relationships with staff and other residents in a new home.</p>	<p>No supporting evidence for this cohort of residents</p>	<p>Individual communication needs must be taken into account.</p> <p>Capture what is important to the individual through the assessment process and ensure that this is considered when choosing an alternative service.</p>	<p>n/a</p>	<p>Area Director Service Delivery</p>

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Question	Answer
<p><b>What other changes is the council planning/already in place that may affect the same groups of residents?</b> <b>Are there any dependencies decisions makers need to be aware of</b></p>	<p>None identified.</p>

Question	Answer
<p><b>Any negative impacts that cannot be mitigated? Please identify impact and explain why</b></p>	<p>None identified.</p>

4. Religion or Belief

Question	Answer																		
<p><b>What information (data) do you have on affected service users/residents with this characteristic?</b></p>	<p><b><u>Residents' Declared Religion or Beliefs for All Eight Care Homes</u></b></p> <table data-bbox="555 384 1167 683"> <thead> <tr> <th>Religion</th> <th>% of Residents</th> </tr> </thead> <tbody> <tr> <td>Christian</td> <td>53.37%</td> </tr> <tr> <td>Unknown</td> <td>23.04%</td> </tr> <tr> <td>No Religion or Belief</td> <td>13.48%</td> </tr> <tr> <td>Declined to Advise</td> <td>6.74%</td> </tr> <tr> <td>Other</td> <td>2.25%</td> </tr> <tr> <td>Jewish</td> <td>0.56%</td> </tr> <tr> <td>Muslim</td> <td>0.56%</td> </tr> <tr> <td>TOTAL</td> <td>100.00%</td> </tr> </tbody> </table> <p>*Data from LAS @ 03/12/2021.</p> <p>Care home managers have identified that 1.9% of residents have a religious leader visit them in the home for a religious service. (Data @ 11/01/2022)</p>	Religion	% of Residents	Christian	53.37%	Unknown	23.04%	No Religion or Belief	13.48%	Declined to Advise	6.74%	Other	2.25%	Jewish	0.56%	Muslim	0.56%	TOTAL	100.00%
Religion	% of Residents																		
Christian	53.37%																		
Unknown	23.04%																		
No Religion or Belief	13.48%																		
Declined to Advise	6.74%																		
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Jewish	0.56%																		
Muslim	0.56%																		
TOTAL	100.00%																		
<p><b>Impacts</b> (Delete as applicable)</p>	<p>Both positive and negative impacts.</p>																		

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# Equality Impact Assessment

Impacts identified for Religion or Beliefs	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	<i>Who is responsible for this?</i>
<b>Positive Impact (Option 1)</b> Residents are able to maintain contact with their local faith community.	Survey feedback.	n/a	Ongoing	Area Director Service delivery
<b>Positive Impact (Option 2, 3)</b> Potential to link with new faith community close to alternative service, particularly if this was not available previously.	n/a	Capture what is important to the individual through the assessment process and ensure this is considered when choosing an alternative service.	In accordance with the implementation plan that will be developed following the cabinet decision if required.	Area Director Service Delivery

Impacts identified for Religion or Beliefs	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Negative Impact (Option 2, 3)</b> Loss of contact with local faith community if new provider is not in the same vicinity.</p> <p>Potential change to the person delivering religious services if there is a move outside the current catchment area of the place of worship.</p> <p>Loss of contact with schools and local community groups who engage with the homes to celebrate religious festivals.</p>	<p>‘research conducted among long term care residents has linked good social connection to better mental health outcomes’. (2021) <a href="#">Social Connection in Long-Term Care Homes: A Scoping Review of Published Research on the Mental Health Impacts and Potential Strategies During COVID-19 - ScienceDirect</a></p>	<p>Capture what is important to the individual through the assessment process and ensure that this is considered when choosing an alternative service.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Area Director Service Delivery</p>

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Question	Answer
<p><b>What other changes is the council planning/already in place that may affect the same groups of residents?</b> <b>Are there any dependencies decisions makers need to be aware of</b></p>	<p>None identified.</p>

Question	Answer
<p><b>Any negative impacts that cannot be mitigated? Please identify impact and explain why</b></p>	<p>None.</p>

# Equality Impact Assessment

## 5. Sex

Question	Answer								
What information (data) do you have on affected service users/residents with this characteristic?	<p><b><u>Number of residents by Gender at all Eight OP Homes</u></b></p> <table> <thead> <tr> <th>Gender</th> <th>% of Residents</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>73%</td> </tr> <tr> <td>Male</td> <td>27%</td> </tr> <tr> <td>TOTAL</td> <td>100%</td> </tr> </tbody> </table> <p>*Data from LAS 03/12/2021</p>	Gender	% of Residents	Female	73%	Male	27%	TOTAL	100%
Gender	% of Residents								
Female	73%								
Male	27%								
TOTAL	100%								
Impacts (Delete as applicable)	Both positive and negative impacts.								

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Impacts identified for Sex	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	<i>Who is responsible for this?</i>
<p><b>Negative Impact (Option 1)</b> It will continue to be a challenge to ensure privacy and dignity as non-gender specific shared bathroom and toilet facilities will remain.</p>	Feedback from prospective residents and relatives visiting the homes indicates that having en-suite facilities is important to them.	Continue to treat residents with respect and dignity.	Ongoing	Area Director Service Delivery

Impacts identified for Sex	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<b>Negative impact (Option 1)</b> Some residents may feel uncomfortable on mixed gender units.	Feedback from prospective residents and relatives.	Accommodate residents wishes where possible by placing them on units with other residents of the same sex.	Ongoing	Area Director Service Delivery
<b>Positive Impact (Option 2, 3)</b> Gender specific units and/or bathroom facilities may be available in alternative care homes and could be considered in any modernisation.	Local commissioning knowledge.	Ensure the residents' wishes are captured as part of the assessment process.	In accordance with the implementation plan that will be developed following the cabinet decision if required.	Area Director Service Delivery

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Question	Answer
<b>What other changes is the council planning/already in place that may affect the same groups of residents?</b> <b>Are there any dependencies decisions makers need to be aware of</b>	None identified.

Question	Answer
<b>Any negative impacts that cannot be mitigated? Please identify impact and explain why</b>	None.

## 6. Marriage and Civil Partnerships

# Equality Impact Assessment

Question	Answer																
<b>What information (data) do you have on affected service users/residents with this characteristic?</b>	<p><b><u>Residents' Marital Status for All Eight Care Homes</u></b></p> <table border="1"> <thead> <tr> <th>Marital Status</th> <th>% of Residents</th> </tr> </thead> <tbody> <tr> <td>Unknown</td> <td>39%</td> </tr> <tr> <td>Widowed</td> <td>27%</td> </tr> <tr> <td>Married</td> <td>16%</td> </tr> <tr> <td>Single</td> <td>13%</td> </tr> <tr> <td>Divorced</td> <td>4%</td> </tr> <tr> <td>Separated</td> <td>1%</td> </tr> <tr> <td>TOTAL</td> <td>100%</td> </tr> </tbody> </table> <p>*Data from LAS @ 03/12/21</p>	Marital Status	% of Residents	Unknown	39%	Widowed	27%	Married	16%	Single	13%	Divorced	4%	Separated	1%	TOTAL	100%
	Marital Status	% of Residents															
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Widowed	27%																
Married	16%																
Single	13%																
Divorced	4%																
Separated	1%																
TOTAL	100%																
	<p>No residents live as couples in any of the homes (Data from care home managers @ 11/01/2022)</p>																
<b>Impacts</b> (Delete as applicable)	Both positive and negative																

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Impacts identified for Marriage and Civil Partnerships	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	<i>Who is responsible for this?</i>

Impacts identified for Marriage and Civil Partnerships	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Negative Impact (Option 1)</b> Unable to accept couples who want to share a room into the home.</p>	<p>Experience of referrals.</p>	<p>Offer couples rooms that are adjoining where possible.</p>	<p>Ongoing</p>	<p>Area Director Service delivery</p>
<p><b>Positive Impact (Option 2)</b> Some double rooms for couples could be incorporated into new layouts.</p>	<p>Some people want to live with their partners in care homes.</p>	<p>Ensure consideration is given to double rooms at the planning stage.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Area Director of Service Delivery.</p>
<p><b>Negative Impact (Option 2, 3)</b> The journey to any new home may be more difficult and costly making it harder for partners to maintain regular contact.</p>	<p>'Achieving closure: good practice in supporting older people during residential care closures' Glasby, Jon; Robinson, Suzanne; Allen, Kerry (2011) <a href="#">Achieving closure: good practice in supporting older people during residential care closures — University of Birmingham</a></p>	<p>Closeness to family and friends to be considered as part of the assessment process, including accessibility of new home for partners.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Area Director Service Delivery</p>

# Equality Impact Assessment

Question	Answer
<p><b>What other changes is the council planning/already in place that may affect the same groups of residents?</b>  <b>Are there any dependencies decisions makers need to be aware of</b></p>	None identified.

Question	Answer
<p><b>Any negative impacts that cannot be mitigated? Please identify impact and explain why</b></p>	None.

## 7. Carers Protected by Association

Question	Answer
<p><b>What information (data) do you have on affected service users/residents with this characteristic?</b></p>	<p>This section has been used to identify impacts for families / carers of people using services.</p> <p>There are no data on numbers, but the majority of residents have relatives recorded as next of kin and receive regular visitors.</p>
<p><b>Impacts</b> (Delete as applicable)</p>	Both positive and negative impacts.

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Impacts identified Carers Protected by Association	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	<i>Who is responsible for this?</i>
<b>Positive Impact (Option 1)</b> No change to location. Carers can maintain usual visiting arrangements.	n/a	n/a	n/a	n/a
<b>Positive Impact (Option 1)</b> If day-care facilities reopen at the homes carers will be able to benefit from the respite this provides.	Locality team information.	Ensure all relevant locality and placement team workers are aware that the facilities have reopened.	Once a decision has been made to reopen the facilities.	Area Director Service Delivery.
<b>Negative Impact (Option 1)</b> In the event of infrastructure failure, residents may need to move to a different home in an emergency. Carers may not have the opportunity to be involved in decisions around any new home.	n/a	Business continuity plans in place. Reviewed annually.  Provider support protocol would be invoked.  Property services regularly survey properties to ensure regulatory requirements met.	Ongoing.	Area Director Service Delivery.

# Equality Impact Assessment

Impacts identified Carers Protected by Association	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Positive Impact (Option 2, 3)</b> Potential for new care home to be nearer to carers/families, including out of county.</p>	<p>Consultation survey feedback.</p>	<p>Involve relatives and carers fully in the assessment process and decision on any future homes.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Locality teams, care home managers, service delivery managers.</p>
<p><b>Positive Impact (Option 2, 3)</b> Ability to engage in and influence where family members move to.</p>	<p>Experience with locality teams.</p>	<p>Involve relatives and carers fully in the assessment process and decision on any future homes.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Locality teams, care home managers, service delivery managers.</p>

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Impacts identified Carers Protected by Association	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Negative Impact (Option 2, 3)</b> The journey to any new home may be more difficult and costly to visit making it harder for carers and family to maintain regular contact.</p>	<p>‘Achieving closure: good practice in supporting older people during residential care closures’ Glasby, Jon; Robinson, Suzanne; Allen, Kerry (2011) <a href="#">Achieving closure: good practice in supporting older people during residential care closures — University of Birmingham</a></p>	<p>Closeness to family and friends to be considered as part of the assessment process, including accessibility of new home for partners.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Area Director Service Delivery.</p>
<p><b>Negative Impact (Option 2, 3)</b> Relatives/Carers will not be able to benefit from the respite they get whilst their family members are at the day care facilities. This may lead to a breakdown in the relatives being able to provide permanent care and/or mental health issues for carers.</p>	<p>Evidence provided from locality teams on issues previous day care users and carers have experienced.</p>	<p>Locality teams to work with people to source alternative day care.</p>	<p>Ongoing</p>	<p>Area Director Service Delivery</p>

# Equality Impact Assessment

Impacts identified Carers Protected by Association	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Negative Impact (Option 2, 3)</b> Concern of carers and relatives about losing a valued care home and having to rely on alternative homes. Concerns around the quality of alternative homes and whether needs can be fully met by them.</p>	<p>Survey feedback.</p>	<p>Involve relatives and carers fully in the assessment process and decision on any future homes. Ensure residents and relatives' wishes are captured as part of the assessment process.</p> <p>Provide current CQC rating data on homes being considered, set up viewings of new homes where possible.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Area Director Service Delivery.</p>
<p><b>Negative Impact (Option 2, 3)</b> Adequate flexible options may not be available to support carers with short term, respite or emergency care.</p> <p>Health and wellbeing of carers that rely on these facilities may be adversely impacted.</p>	<p>Local Commissioning knowledge.</p>	<p>Maximise use of Care UK contract beds and spot purchase where necessary.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Area Director Service Delivery.</p>

Question	Answer
<p><b>What other changes is the council planning/already in place that may affect the same groups of residents?</b>  <b>Are there any dependencies decisions makers need to be aware of</b></p>	None identified.

Question	Answer
<p><b>Any negative impacts that cannot be mitigated? Please identify impact and explain why</b></p>	None

Though not included in the Equality Act 2010, Surrey County Council recognises that socio-economic disadvantage is a significant contributor to inequality across the County and therefore regards this as an additional factor.

## 8. Socio Economic Disadvantage

Question	Answer
<p><b>What information (data) do you have on affected service users/residents with this characteristic?</b></p>	As at 07/01/2022 there were 21 residents who were self-funding. These residents were at the homes when they were under Anchor Hanover Trust management and their contract was continued when the homes reverted to Surrey CC management in 2019.
<p><b>Impacts</b> (Delete as applicable)</p>	Negative impact.

# Equality Impact Assessment

Impacts identified for Socio Economic Disadvantage	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?
<b>Positive Impact (Option 1)</b> Self-funding residents will continue paying existing rates.	n/a	n/a	n/a	n/a
<b>Negative impact (Option 2)</b> Potential for an increase in operating costs and an increase charge to self-funders living in the home.	Savills' property survey reports.	n/a	n/a	n/a
<b>Negative Impact (Option 3)</b> Residents that are self-funding may have an increase in the cost of care as care may be more expensive in alternative non-Surrey CC homes.	Survey responses. Commissioning knowledge of local market rates.	n/a	n/a	n/a

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Question	Answer
What other changes is the council planning/already in place that may affect the same groups of residents?	None.

Question	Answer
Are there any dependencies decisions makers need to be aware of	

Question	Answer
Any negative impacts that cannot be mitigated? Please identify impact and explain why	<p>Residents that are self-funding may have an increase in the cost of care as care may be more expensive in alternative non-Surrey CC homes. Surrey CC has no influence over the cost of care in independent care homes for those purchasing care themselves.</p> <p>Residents that are self-funding may have an increase in the cost of care due to increased operating costs if homes are modernised and refurbished. Increased costs must be passed onto self-funding residents.</p>

## 3. Staff

### 1. Age

Question	Answer
What information (data) do you have on affected staff with this characteristic?	<p><b><u>Breakdown of staff in all eight care homes by age group</u></b> (Data from SAP October 2021):</p> <ul style="list-style-type: none"> <li>• Under 30 17.45%</li> <li>• 30 – 39 21.28%</li> <li>• 40 – 49 18.94%</li> <li>• 50 – 59 28.09%</li> <li>• 60 – 69 12.55%</li> <li>• 70+ 1.70%</li> </ul>
Impacts (Delete as applicable)	Both positive and negative impacts.

# Equality Impact Assessment

Impacts identified for Age	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?
<p><b>Positive Impact (Option 2, 3)</b> The Council will seek to offer redeployment wherever possible. This could provide wider work experiences for staff of all ages and positive opportunities for career changes.</p>	<p><a href="#">Surrey CC Redeployment Policy.</a></p> <p><a href="#">Surrey CC Change Management Policy</a></p>	<p>Fully support staff to explore alternative roles within the council. Fully engage staff in Staff Consultation, provide staff training where applicable, obtain input from staff.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Guidance provided by HR. Area Director Service Delivery.</p>
<p><b>Negative Impact (Option 2, 3)</b> Older staff may find it harder to gain new employment.</p>	<p>42% of care home staff are over 50.</p> <p><a href="#">Workers over 50 are more likely to suffer long-term unemployment than other age groups. (2021 ONS for Restless)</a></p>	<p>Seek input from staff about what they would find helpful, what their aspirations are and how they wish to be supported.</p> <p>Try to redeploy staff wherever possible. Assist with training and skills such as CV writing, job applications and interviews.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Guidance provided by HR. Area Director Service Delivery.</p>

Impacts identified for Age	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<b>Negative Impact (Option 2, 3)</b> Older staff may not have worked elsewhere so do not have experience of applying for roles.	Internal Surrey CC staff records.	Assist staff with writing CVs and provide interview training.	In accordance with the implementation plan that will be developed following the cabinet decision if required.	Guidance provided by HR. Area Director Service Delivery.
<b>Negative Impact (Option 2, 3)</b> Experienced staff of all ages may find it difficult to obtain comparable terms and conditions in the independent sector.	Surrey CC Pensions, annual leave and enhancements policies.	Try to redeploy staff wherever possible. Assist with training and skills such as CV writing, job applications and interviews.	In accordance with the implementation plan that will be developed following the cabinet decision if required.	Guidance provided by HR. Area Director Service Delivery.
<b>Negative Impact (Option 2, 3)</b> Impact on pension benefits for older staff who may be nearing retirement.	Local government pension scheme recognised as extremely good.	Try to redeploy staff wherever possible. Signpost staff on how to access independent pension, financial and planning advice and assist with applying for other roles if required.	In accordance with the implementation plan that will be developed following the cabinet decision if required.	Guidance provided by HR. Area Director Service Delivery.

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Question	Answer
<b>What other changes is the council planning/already in place that may affect the same groups of staff?</b>	New unsocial hours payment scheme due to be implemented in April 2022. May make the council's terms and conditions even more

# Equality Impact Assessment

Question	Answer
Are there any dependencies decisions makers need to be aware of	attractive and therefore harder for staff to match in other employment.

Question	Answer
Any negative impacts that cannot be mitigated? Please identify impact and explain why	None.

## 2. Disability

Question	Answer
What information (data) do you have on affected staff with this characteristic?	0.43% of the work force have declared a disability. (Data from SAP October 2021).  Care home managers have advised that 9.6% of staff have a disability that they are aware of. Some adjustments are in place to assist these employees. (Data @ 11.01.2022).
Impacts (Delete as applicable)	Negative impacts.

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Impacts identified for Disability.	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?
<p><b>Positive Impact (Option 2)</b> Staff with a disability may be able to continue with their roles whilst the building work was completed.</p>	<p>Dependant on the type of works commissioned.</p>	<p>Work with Surrey CC Land and Property to investigate building works.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Area Director Service Delivery.</p>
<p><b>Positive Impact (Option 2)</b> A modernised and refurbished home may make the working environment better for staff with a disability and easier to attend to residents' needs.</p>	<p>Survey feedback.</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>

# Equality Impact Assessment

Impacts identified for Disability.	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Negative Impact (Option 2, 3)</b> Impact of closeness to home if seeking alternative employment if there is a reliance on public transport for staff with a disability.</p>	<p>Information from care home managers. Many staff work close to home and do not drive.</p>	<p>Support staff to redeploy within Surrey CC at accessible locations where possible. People with a disability have priority in redeployment. Support staff with application process, make reasonable adjustments to interviews. Assist people to apply for 'Access to Work' for new employment.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Guidance provided by HR. Area Director Service Delivery.</p>
<p><b>Negative Impact (Option 2, 3)</b> Alternative employment opportunities may be affected by communication difficulties and the need for strong supervisory support. Some people may not want to disclose they have a disability.</p>		<p>Support to redeploy within Surrey CC where possible.</p> <p>Ensure individuals have the opportunity to state what support they need.</p> <p>Offer confidential one to one support sessions so that all staff can be assisted on an individual basis.</p> <p>Assist with training and skills such as CV writing, job applications and interviews.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Guidance provided by HR. Area Director Service Delivery.</p>



Question	Answer
<p><b>What other changes is the council planning/already in place that may affect the same groups of staff?</b>  <b>Are there any dependencies decisions makers need to be aware of</b></p>	None identified.

Question	Answer
<p><b>Any negative impacts that cannot be mitigated? Please identify impact and explain why</b></p>	SCC has good Terms and Conditions so there may be an impact on pensions and benefits for any staff, who are not redeployed.

### 3. Pregnancy and Maternity

Question	Answer
<p><b>What information (data) do you have on affected staff with this characteristic?</b></p>	2.34% of the affected workforce are on maternity or paternity leave. (Data from SAP October 2021).
<p><b>Impacts</b> (Delete as applicable)</p>	Both positive and negative impacts.

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Impacts identified for Pregnancy and Maternity	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?

# Equality Impact Assessment

Impacts identified for Pregnancy and Maternity	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Positive Impact (Option 1)</b> No change to working patterns, terms and conditions or location of work creates stability for staff during pregnancy.</p>	Survey feedback	n/a	Ongoing	Area Director Service Delivery
<p><b>Positive Impact (Option 2, 3)</b> Staff on maternity leave have priority status in the redeployment process.</p>	<a href="#">Surrey CC Redeployment policy.</a>	Ensure staff on maternity or paternity leave are kept informed at each stage of the process and they are aware of their rights under the redeployment programme.	In accordance with the implementation plan that will be developed following the cabinet decision if required.	Guidance provided by HR. Area Director Service Delivery.
<p><b>Negative Impact (Option 2, 3)</b> The impact of stress and anxiety during pregnancy.</p>	<a href="#">Too much stress for the mother affects the baby through amniotic fluid (2017)</a>	<p>Keep in regular contact with pregnant staff and ensure they know what is happening and when.</p> <p>Make adjustments to enable staff to participate to the extent they wish to.</p> <p>Arrange 'Keeping in Touch' days where appropriate.</p>	In accordance with the implementation plan that will be developed following the cabinet decision if required.	Guidance provided by HR. Area Director Service Delivery.
<p><b>Negative Impact (Option 2, 3)</b> Maternity benefits in the independent sector may not be as favourable for staff as in local authorities.</p>	<a href="#">UK Government Maternity pay and leave (Accessed 17 December 2021).</a>	Ensure redeployment is managed in accordance with the change management policy. Ensure staff are aware of their statutory rights with regards to maternity pay.	In accordance with the implementation plan that will be developed following the cabinet decision if required.	Guidance provided by HR. Area Director Service Delivery.

Impacts identified for Pregnancy and Maternity	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Negative Impact (Option 2, 3)</b> Staff on maternity/paternity leave may feel isolated or uninformed about the process.</p>	n/a	<p>Ensure staff on maternity or paternity leave are kept informed at each stage of the process. Provide the same level of support and training as staff at work. Be flexible in offering this support.</p> <p>Make adjustments to enable staff to participate to the extent they wish to.</p> <p>Arrange 'Keeping in Touch' days where appropriate.</p>	In accordance with the implementation plan that will be developed following the cabinet decision if required.	Guidance provided by HR. Area Director Service Delivery.

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Question	Answer
<p><b>What other changes is the council planning/already in place that may affect the same groups of staff?</b> <b>Are there any dependencies decisions makers need to be aware of</b></p>	None identified.

Question	Answer
<p><b>Any negative impacts that cannot be mitigated? Please identify impact and explain why</b></p>	None identified.

## 4. Race

# Equality Impact Assessment

Question	Answer
<b>What information (data) do you have on affected staff with this characteristic?</b>	14.89 % of staff are recorded as being from an ethnic minority group. (Data from SAP October 2021). Care home managers advised that there are no special considerations currently in place for staff because of race. (Data @ 11/1/2022)
<b>Impacts</b> (Delete as applicable)	Negative impacts.

Impacts identified for Race	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?
<b>Negative Impact (Option 2, 3)</b> Where English is not a first language or where staff have a lower level of language and literacy skills, future employment may be restricted.		Support to redeploy within Surrey CC where possible.  Offer confidential one to one support sessions so that all staff can be assisted on an individual basis.  Assist with training and skills such as CV writing, job applications and interviews.	In accordance with the implementation plan that will be developed following the cabinet decision if required.	Guidance provided by HR. Area Director Service Delivery.

Question	Answer
<b>What other changes is the council planning/already in place that may affect the same groups of staff?</b>	None identified.

Question	Answer
Are there any dependencies decisions makers need to be aware of	

Question	Answer
Any negative impacts that cannot be mitigated? Please identify impact and explain why	None identified.

## 5. Religion and Belief

Question	Answer
What information (data) do you have on affected staff with this characteristic?	<p><b><u>Declared Religion and Belief of Staff in all Eight Care Homes</u></b></p> <ul style="list-style-type: none"> <li>0.21% Any other faith/religion</li> <li>0.43% Atheist</li> <li>0.43% Buddhist</li> <li>10.00% Christian</li> <li>2.34% Hindu</li> <li>1.70% Muslim</li> <li>4.68% No faith/religion</li> <li>62.98% Not stated</li> <li>17.02% Prefer not to say</li> <li>0.21% Sikh</li> </ul> <p>*Data from SAP October 2021.</p> <p>Care home managers have advised that special considerations are in place for some staff members because of religion such as dress, shift patterns and time off for religious festivals.</p> <p>*Data @ 11/01/2022</p>
Impacts (Delete as applicable)	Negative

# Equality Impact Assessment

Impacts identified for Religion and Belief	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?
<p><b>Negative Impact (Option 2, 3)</b> Potential impact on routines and practices with a new employer - work pattern, holidays/days of worship, food, wearing a faith symbol and dress.</p>	Information from SAP and from care home managers regarding current issues or adjustments already in place for staff.	<p>Support to redeploy within Surrey CC where possible.</p> <p>Being sensitive in the offer of redeployment around any adjustments in place.</p> <p>Offer confidential one to one support sessions so that all staff can be assisted on an individual basis.</p> <p>Assist with training and skills such as CV writing, job applications and interviews.</p>	In accordance with the implementation plan that will be developed following the cabinet decision if required.	<p>Guidance provided by HR.</p> <p>Area Director Service Delivery.</p>

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Question	Answer
<p><b>What other changes is the council planning/already in place that may affect the same groups of staff?</b> <b>Are there any dependencies decisions makers need to be aware of</b></p>	None identified.

Question	Answer
<p><b>Any negative impacts that cannot be mitigated? Please identify impact and explain why</b></p>	None

## 6. Sex

Question	Answer
What information (data) do you have on affected staff with this characteristic?	<p><b><u>Breakdown of Staff by Gender in all Eight Care Homes</u></b></p> <p>85.96% of staff are female</p> <p>14.04% of staff are male</p> <p>*Data from SAP October 2021.</p>
Impacts (Delete as applicable)	Both positive and negative impacts.

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Impacts identified for Sex	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?
<p><b>Positive Impact (Option 1)</b> No change to working patterns or locations means no impact on family life for staff</p>	Staff meeting feedback.	n/a	n/a	n/a

# Equality Impact Assessment

Impacts identified for Sex	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Negative Impact (Option 2, 6)</b> The majority of the workforce is female, many of whom work part time. The loss of flexible working could affect the whole family (also see 'carer' characteristic below)</p>	<p>Surrey CC SAP system.</p>	<p>Try to redeploy staff wherever possible.</p> <p>Encourage hiring managers within SCC to be flexible with redeployment.</p> <p>Help staff investigate flexibility of other employers and assist with applying for other roles if required.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Guidance provided by HR. Area Director Service Delivery.</p>

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Question	Answer
<p><b>What other changes is the council planning/already in place that may affect the same groups of staff?</b> <b>Are there any dependencies decisions makers need to be aware of</b></p>	<p>None identified.</p>

Question	Answer
<p><b>Any negative impacts that cannot be mitigated? Please identify impact and explain why</b></p>	<p>None.</p>

## 7. Marriage and Civil Partnerships

Question	Answer
<b>What information (data) do you have on affected staff with this characteristic?</b>	Care home managers have identified that 3% of staff at the same homes are related to each other.
<b>Impacts</b> (Delete as applicable)	Negative impacts.

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Impacts identified for Marriage and Civil Partnerships	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?
<b>Negative Impact (Option 2, 3)</b> Where couples / family members are employed in the same home, there may be an impact on income and re-employment may impact on care responsibilities.	Information from care home managers.	Try to redeploy staff wherever possible. Assist with applying for other roles if required.	In accordance with the implementation plan that will be developed following the cabinet decision if required.	Guidance provided by HR. Area Director Service Delivery.

Question	Answer
<b>What other changes is the council planning/already in place that may affect the same groups of staff?</b> <b>Are there any dependencies decisions makers need to be aware of</b>	None identified.

# Equality Impact Assessment

Question	Answer
Any negative impacts that cannot be mitigated? Please identify impact and explain why	None identified.

## 8. Carers

Question	Answer
What information (data) do you have on affected staff with this characteristic?	<p><b><u>Breakdown of Staff in all Eight Care Homes by Gender</u></b></p> <p>85.96% of staff are female</p> <p>14.04% of staff are male</p> <p>*Data from SAP October 2021.</p> <p>Care home managers have advised that 1.2% of staff have reasonable adjustments in place because of caring responsibilities.</p> <p>*Data from care home managers @ 11/01/2022.</p>
Impacts (Delete as applicable)	Negative

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Impacts identified for Carers	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?

Impacts identified for Carers	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Positive Impact (Option 1)</b> No change to location and flexibility of hours mean staff can continue to work around caring responsibilities.</p>	n/a	n/a	n/a	n/a
<p><b>Negative Impact (Option 2, 3)</b> There will be members of the workforce that have caring responsibilities which may restrict alternative employment opportunities due to availability and restricted locations.</p>	Knowledge of staff cohort.	<p>Ensure all roles within the redeployment pool are explored with staff members even if the role is dissimilar to their existing role.</p> <p>Assist staff with CV writing workshops and interview preparation skills.</p>	In accordance with the implementation plan that will be developed following the cabinet decision if required.	<p>Guidance provided by HR.</p> <p>Area Director Service Delivery.</p>
<p><b>Negative Impact (Option 2, 3)</b> Redeployment opportunities are less if staff are restricted to where they work because of caring responsibilities.</p>	Most of the social care workforce live near to their place of work and over 40% work part time.	Ensure all roles within the redeployment pool are explored with staff members even if the role is significantly different to their existing job.	In accordance with the implementation plan that will be developed following the cabinet decision if required.	<p>Guidance provided by HR.</p> <p>Area Director Service Delivery.</p>

# Equality Impact Assessment

Impacts identified for Carers	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Negative Impact (Option 2, 3)</b> Other employers may not offer the flexibility with working patterns for carers that Surrey CC offers.</p>	<p>Knowledge of local job market.</p>	<p>n/a</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Commissioning and Area Director Service Delivery.</p>

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Question	Answer
<p><b>What other changes is the council planning/already in place that may affect the same groups of staff? Are there any dependencies decisions makers need to be aware of</b></p>	<p>None identified.</p>

Question	Answer
<p><b>Any negative impacts that cannot be mitigated? Please identify impact and explain why</b></p>	<p>Other employers may not offer the flexibility with working patterns that Surrey CC offers. Surrey CC has no influence on other employers' terms and conditions.</p>

## 9. Socio Economic Disadvantage

Question	Answer
<b>What information (data) do you have on affected staff with this characteristic?</b>	All front-line staff within the care homes.  Some staff from wider supporting teams such as Service Delivery.
<b>Impacts</b> (Delete as applicable)	Negative impacts.

Impacts identified for Socio Economic Disadvantage	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
What impacts have you identified?	What are you basing this on?	Actions to mitigate or enhance impacts	Due date	Who is responsible for this?
<b>Positive Impact (Option 1)</b> Staff will have the security of continuation of employment with existing terms, conditions and rates of pay.	No change to existing arrangements.	n/a	n/a	n/a

# Equality Impact Assessment

Impacts identified for Socio Economic Disadvantage	Supporting evidence	How will you maximise positive/minimise negative impacts?	When will this be implemented by?	Owner
<p><b>Negative Impact (Option 2, 3)</b> Care work is not highly paid and the cost of living in Surrey is high. Some staff may need to apply for benefits dependent on their personal circumstances if they are unable to secure alternative employment quickly.</p>	<p>Some frontline care staff get paid at a slightly higher rate than the National Minimum Wage or the National Living Wage.</p> <p><a href="#">UK Government National Minimum Wage and National Living Wage rates (Accessed 17 December 2021).</a></p>	<p>Support to redeploy within Surrey CC where possible.</p> <p>Assist with training and skills such as CV writing, job applications and interviews.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Guidance provided by HR. Area Director Service Delivery.</p>
<p><b>Negative Impact (Option 2, 3)</b> Staff may find it difficult to find comparable terms, benefits and rates of pay in the independent sector</p>	<p>Knowledge of local job market.</p>	<p>Try to redeploy staff wherever possible. Assist with training and skills such as CV writing, job applications and interviews.</p>	<p>In accordance with the implementation plan that will be developed following the cabinet decision if required.</p>	<p>Guidance provided by HR. Area Director Service Delivery.</p>

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Question	Answer
<p><b>What other changes is the council planning/already in place that may affect the same groups of staff?</b> <b>Are there any dependencies decisions makers need to be aware of</b></p>	<p>New unsocial hours payment scheme due to be implemented in April 2022. May make the council's terms and conditions even more attractive and therefor harder for staff to match in other employment.</p>



Question	Answer
<b>Any negative impacts that cannot be mitigated? Please identify impact and explain why</b>	None.

## 4. Amendments to the proposals

CHANGE	REASON FOR CHANGE
What changes have you made as a result of this EIA?	Why have these changes been made?
No changes	No changes

## 5. Recommendation

Based your assessment, please indicate which course of action you are recommending to decision makers. You should explain your recommendation below.

Outcome Number	Description	Tick
Outcome One	<b>No major change to the policy/service/function required.</b> This EIA has not identified any potential for discrimination or negative impact, and all opportunities to promote equality have been undertaken	✓
Outcome Two	<b>Adjust the policy/service/function</b> to remove barriers identified by the EIA or better advance equality. Are you satisfied that the proposed adjustments will remove the barriers you identified?	
Outcome Three	<b>Continue the policy/service/function</b> despite potential for negative impact or missed opportunities to advance equality identified. You will need to make sure the EIA clearly sets out the justifications for continuing with it. You need to consider whether there are: <ul style="list-style-type: none"> <li>• Sufficient plans to stop or minimise the negative impact</li> <li>• Mitigating actions for any remaining negative impacts plans to monitor the actual impact.</li> </ul>	
Outcome Four	<b>Stop and rethink</b> the policy when the EIA shows actual or potential unlawful discrimination  (For guidance on what is unlawful discrimination, refer to the <a href="#">Equality and Human Rights Commission's guidance and Codes of Practice on the Equality Act</a> concerning employment, goods and services and equal pay).	

Question	Answer
Confirmation and explanation of recommended outcome	Any potential negative impacts can be mitigated. This is currently a proposal which is subject to future Cabinet decisions.

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## 6a. Version control

Version Number	Purpose/Change	Author	Date
0.2	Format change to include separate sections for the 3 options.	Caroline Raper	15 December 2021
0.3	Amendments following EIA workshop feedback. (HR/Project team)	Caroline Raper	21 December 2021
0.5	Inclusion of resident data from care home managers.	Caroline Raper	24 December 2021
0.8	Changes following feedback from DEG	Caroline Raper	26 January 2022

The above provides historical data about each update made to the Equality Impact Assessment. Please do include the name of the author, date and notes about changes made – so that you are able to refer back to what changes have been made throughout this iterative process. For further information, please see the EIA Guidance document on version control.

## 6b. Approval

Approved by*	Date approved
Head of Service	03 February 2022
Executive Director	03 February 2022
Cabinet Member	09 February 2022
Directorate Equality Group	21 January 2022

<b>EIA Author</b>	Caroline Raper
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\*Secure approval from the appropriate level of management based on nature of issue and scale of change being assessed.

## 6c. EIA Team

# Equality Impact Assessment

Name	Job Title	Organisation	Team Role
Kathryn Pyper	Senior Programme Manager	Surrey CC	DEG chair
Deborah Chantler	Assistant Director Legal Services	Surrey CC	Legal input
Charlotte Langridge	Business Intelligence Lead	Surrey CC	Business Intelligence
Hannah Dwight	HR Business Partner	Surrey CC	HR
Chris Hastings	Area Director, Service Delivery	Surrey CC	Head of Service
Jo Victor-Smith	Senior Manager, Service Delivery	Surrey CC	Project Management
Julie Shamis	Care Home Manager	Surrey CC	Home Manager
Karen McCormick	Care Home Manager	Surrey CC	Home Manager
Alan Clyne	Unison Representative	UNISON	Trade Union

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