

Appendix 2

The key aim of an impact assessment is to ensure that all Council policies, plans and strategies support the corporate mission statement

‘Enabling Luton to be proud, vibrant, ambitious and innovative’.

Why do I need to do an IIA?

The aim of this impact assessment process is to:

- Ensure adherence to the legal duties contained within the Equality Act 2010 and associated Public Sector Duty to analyse the impact of decisions to be undertaken by Council.
- Ensure the Council has **due regard** to equality taking a proportionate and timely approach to analysing the impact on citizens.
- Minimise duplication of initial impact assessments with regards to Environment and Health and maximise consideration of other key Council priorities of Inclusion and Community Cohesion.
- Ensure that the Council has been able to consider the social, health, environmental and economic impacts in its decision making in a single document and, where necessary enable the production of a comprehensive action plan to mitigate any potential negative impacts identified.

When do I need to do an IIA?

- An IIA must be started at the beginning of any project, policy or strategy, and cannot be finalised until such time as all consultations, as required, are undertaken.
- The Impact Table will help you to make early consideration of the potential impacts of your proposal and should be used from the point at which preliminary report is taken to Corporate Leadership and Management Team (CLMT) where appropriate. By using this table at your earliest point in the project, potential impacts can be highlighted and it will also be clear whether you need to carry out a full IIA.
- If you complete this table and all impacts identified are neutral, i.e. there is no noticeable impact on characteristics and priorities listed and you are fully confident of this, please contact the SJU by email setting out how you have reached this judgement as it is unlikely you will need to carry out a full IIA.
- An IIA must at all times identify those who will be affected by the decision, policy or strategy.
- At a time of economic austerity IIA authors are minded to consider the whole range of decisions, both locally and nationally when analysing the impact on citizens.
- Your first early draft is to be sent to the Social Justice Unit for comments and guidance
- Once consultation has ended, the IIA must be updated with results of the consultation and returned to Executive, where required, for further consideration and approval – at this stage it will be signed off as completed by the Social Justice Unit.

If you need further guidance please contact the Social Justice Unit (SJU). Please see links at the end of this document to key Corporate and Partnership documents that may help you complete this IIA.

Integrated Impact Assessment Form (IIA)

Proposal Title:	Side By Side
Lead Officer Name:	Vamsi Pelluri
Date of IIA:	26 th October 2020

Date updated after consultation:	
Early draft Seen by: <i>(Please send an early draft of your IIA to the SJU to ensure all impacts are being considered at the appropriate time)</i>	SJU -

Finalised IIA Signed and seen by SJU :	
Name:	Maureen Drummond
Date	23.11.2020

Names of all other contributors and stakeholders involved in the preparing of this proposal who have been consulted with and agreed this assessment: <i>(Please note the IIA must not be carried out by one person)</i>	Service Director – Maud O’Leary Service Manager – Vamsi Pelluri Corporate Director – Gerry Taylor (DMT) Maureen Drummond Christina Beddows & Jacob Childs were consulted on 21 st and 22 nd of October at the launch of the OCA.
If there is any potential impact on staffing please include the name/s of the trade union representative/s involved in the preparation of this assessment or any supporting evidence of request to participate:	The Organisational Change Restructure process has started on 19 th Oct and will be completed on the 2/12/20

Proposal Outline

Information supporting the proposal (**who, what, where, how, why**). Breakdown of present users by ethnicity, age, sex, disability, religion/belief, sexual orientation (if recorded). Show areas in the town with the biggest and lowest needs. Greater emphasis is required at the start of the IIA on the service, how it is delivered now and how the new service will be delivered.

Service User demographics are as follows:

Clients in receipt of long term services during the period by:

Setting

In the community	2544
Residential Home	451
Nursing Home	119
Total	3114

Gender

Male	1415
Female	1699
Total	3114

Age Band

18-64	1185
65-74	403
75-84	659
85-94	736
95+	131
Total	3114

By Ethnicity

White	1940
Asian / Asian	570
Black /	317
Other	67
Mixed / Multiple	56
Refused / Not known	164

Primary Support Reason

Physical Support - Personal Care Support	973
Physical Support - Access and Mobility Only	1017
Learning Disability Support	568
Mental Health Support	443
Social Support - Support for Social Isolation / Other	58
PSR not recorded	1
Support with Memory and Cognition	23
Sensory Support - Support for Visual Impairment	18
Social Support - Support to Carer	1
Social Support - Substance Misuse Support	0
Sensory Support - Support for Dual Impairment	4
Sensory Support - Support for Hearing Impairment	8
Total	3114

The tables above count each client once.

Staff demographics are as follows:

Sex:People		Total
Female	18	81.82%
Male	4	18.18%
Grand Total	22	100.00%

Religion: People		Total
Christian	11	50.00%
Hindu		0.00%
Muslim	4	18.18%
None	3	13.64%
Other	1	4.55%
Not Known/Declined to Specify	3	13.64%
Grand Total	22	100.00%

Consider Disabled?		Total
No	15	68.18%
Yes	1	4.55%
Not Known/Declined to Specify	6	27.27%
Grand Total	22	100.00%

Sexual Orientation: People		Total
Heterosexual	16	72.73%
Not Known/Declined to Specify	6	27.27%
LGBT		0.00%
Grand Total	22	100.00%

Ethnic Grouping:People		Total
Irish		0.00%
British	4	18.18%
White British	5	22.73%
Any other Asian background	1	4.55%
Caribbean	2	9.09%
Bangladeshi		0.00%
African	1	4.55%
Pakistani	2	9.09%
Any other ethnic background	2	9.09%
Not Known/Declined to Specify	5	22.73%
Grand Total	22	100.00%

Ethnic Grouping:People		Total
White	9	40.91%
BME	8	36.36%
Not Known/Declined to Specify	5	22.73%
Grand Total	22	100.00%

Service User demographics demonstrate that 54% of those in receipt of long term services are female.

62 % of those impacted are white and 32% are from BME communities.

Staff demographics shown above demonstrate that there are more females impacted than males. 1 person has a disability. There is an even split across ethnicity.

Proposed Adult Social Care Delivery Model:

A new vision for Adult Social Care has been developed which includes a community based operating model with a focus on strength based conversations. The new model emphasises an approach based on collaboration with people, their families and carers. It builds on the Luton Council's priorities and aligns with other developments across the Council to take a locality and community based approach. The Side by Side programme was a change project initiated in October 2018. This changed the way that we support people in Luton. The formative evaluation evidenced the new strategy has been a success. We know this because in our theory of change, we expected to see less people needing long-term support and this is clearly evidenced, in the data and spend. The culture has shifted and that is evident through the positive change in staff behaviours, which are observable and measurable too. Information flow improved with huddles and making the planning process more inclusive and staff reported more feedback and learning moments. Queues and waiting lists reduced, notably occupational therapy.

We are confident that a strength based approach in practice is being embedded and gradually changing the "culture" within adult social care. Our main priority is to change the structure to reflect the way that we have been working, to now create a good organisational structure and configuration that clarifies reporting relationships, supports good communication, the right mix of skills and experience. To ensure that the staffing is then deployed across the department in the right way. This is critical to the success of the strategy and long term organisational change.

Throughout the life cycle of the project and focus groups at the end of the project, the very clear message from all staff was that they did not want to go back to the way they worked previously. They felt the new approach delivered better outcomes across the system, for the people of Luton and personally.

The Proposal does not change the function of each service. The form this takes will be different with changes proposed to the management structure, bringing posts together and the creation of new posts, some of which will work across all the services rather than in a more traditional vertical structure. There will be more emphasis on working more flexibly and agile for all staff, operating as one system rather than each service working independently of the others.

There will be two pathways:

Early Intervention Prevention & Stabilisation pathway (front door) will manage the "virtual" integrated front door and will be responsible for offering short term and Stabilisation support following an initial assessment or a crisis intervention.

Long Term Care Needs, schedule reviews & complex case management pathway (back door) will be responsible for improving and maintaining wellbeing of our existing service users.

The **Community Learning Disability Team** will be integrated into the above pathways and operate as a specialist service under both pathways and will take on the responsibility for Autism and will be given additional resource to manage this.

The proposed **Therapies and Assistive Technology team** will support the above two pathways, vertically across the structure

Proposal is as follows:

The detail of the proposal is as follows:

- I. To delete Community Team Manager Posts by 4.0 FTE
- II. To delete the Safeguarding team Manager Post by 1.0 FTE
- III. To reduce the number of Advanced Practitioners by 1.81 FTE
- IV. The administration officers across the community teams will come under 1 manager, this will be a new post, a Business Manager 0.8 FTE, grade to be confirmed. This will streamline admin support
- V. To delete the Safeguarding DoLS Advanced Specialist post 1.0 FTE currently vacant
- VI. To delete Safeguarding DoLS Specialist Practitioner 1.0 FTE currently vacant
- VII. To remodel the structure to reduce from 4 community teams. To create two new Operational Manager Posts to manage the two pathways, which are Early Intervention, Prevention & Stabilisation (Front Door) and Long Term Care Needs (Back Door) pathways. There will be one operational manager for each pathway.
- VIII. To centralise the occupational therapists and sensory staff. This includes the creation of new Therapist and Assistive Technology Manager, who will manage the team to support both the pathways.
- IX. To merge customers with Autism into the Community Learning Disabilities & Autism team and shift the staff resources required to the team.
- X. To align all assessment and care management functions and accountability under one Head of Service, this will be Early Intervention & Prevention, stabilisation, Long Term Care, Therapies and Assistive Technology and Learning Disabilities and Autism.
- XI. To review ALL job descriptions to reflect change in reporting structures, context, to ensure they meet the legislative and safeguarding requirements and responsibilities for all roles

- XII. To give current L7 social workers the opportunity to apply for current 6.73 of vacant M1 social worker posts via the L7 to M1 progression route To then delete 6.73 of L7 Social worker vacancy posts to create 8.01 of Social Care Assessor additional posts
- XIII. To create new and additional posts from post deletions described above required creating new and additional posts essential for effective future delivery of the service. These are fully outlined below in table 2.
- XIV. Monies from deleted posts will contribute to the savings target

The proposed Adult Social Care model will be operated as a Front Door and Back Door structure delivering the pathways as described above.

The pathways described above will be managed by two operational managers at as described above in VII. New job descriptions for these roles will include Safeguarding and Prevention functions and responsibilities, two golden threads that cuts across both the pathways. The safeguarding team manager post (1.0) will be deleted, as outlined above the responsibilities will be included within the Operational Manager(s) job descriptions.

An Operational Manager for Therapies & Assistive Technology (1.0 FTE) post will be created who will tackle the need for a Principle Occupational Therapist and offer stable leadership to all OT and sensory workers.

The Consultation and associated communications will ensure everyone is aware of how the new structure will provide mutual support by ensuring that staff are able to undertake a wider range of tasks and the teams going forward will therefore be more resilient. A number of posts below will be deleted, created or redefined to meet the requirements of Adult Social Care

What posts will be created?

Posts to be created		
Post title	Grade	FTE
<i>Operational Manager - Early intervention, Prevention & Stabilisation– Front Door</i>	<i>M5</i>	<i>1.0</i>
<i>Operational Manager - Long Team Care Needs, Scheduled reviews& Complex Case Management– Back Door</i>	<i>M5</i>	<i>1.0</i>
<i>Operational Manager – Therapies, Assistive Technology</i>	<i>M5</i>	<i>1.0</i>
<i>Safeguarding, DoLS & MCA Lead</i>	<i>M4</i>	<i>1.0</i>
<i>Prevention Coordinator</i>	<i>M3</i>	<i>1.0</i>
<i>Business Manager</i>	<i>TBC</i>	<i>1.0</i>
<i>Enablement Coordinator</i>	<i>L5</i>	<i>2.0</i>
<i>Primary Network Link Worker</i>	<i>M2</i>	<i>1.0</i>
<i>Business Support Manager</i>	<i>M1</i>	<i>1.0</i>
<i>Dols & Safeguarding Coordinator</i>	<i>L5</i>	<i>1.0</i>
<i>Local Area Coordinators</i>	<i>TBC</i>	<i>2.0</i>
<i>Social Care Assessors</i>	<i>L6</i>	<i>8.01</i>
Total		21.01

Impact Table

The purpose of this table is to consider the potential impact of your proposal against the Equality Act 2010 'protected characteristics' and the Council's Social, Environmental and Economic priorities.

Once you have completed this process you should have a clearer picture of any potential significant impacts¹, **positive**, **negative** or **neutral**, on the community and/or staff as a result of your proposal. The rest of the questions on this form will help you clarify impacts and identify an appropriate action plan.

Protected Groups	Citizens/Community			Staff (for HR related issues)		
	Positive	Negative	Neutral	Positive	Negative	Neutral
Race	✓			✓		
Sex	✓			✓		
Disability	✓			✓		
Sexual Orientation	✓					✓
Age	✓			✓		
Religion/Belief	✓					✓
Gender Reassignment	✓					✓
Pregnancy/Maternity	✓					✓
Marriage/Civil Partnership (HR issues only)	✓					✓
Care Responsibilities ² (HR issues only)	✓			✓		
Social & Health ³						
Impact on community cohesion	✓					
Impact on tackling poverty	✓					
Impact on health and wellbeing	✓					
Environment						
Impact on the quality of the natural and built environment			✓			
Impact on the low carbon agenda			✓			
Impact on the waste hierarchy			✓			
Economic/Business						
Impact on Luton's economy and/or businesses			✓			
Impact on jobs		✓				
Impact on skills	✓					

¹ "Significant impact" means that the proposal is likely to have a noticeable effect on specific section(s) of the community greater than on the general community at large.

² This is a Luton specific priority added to the 9 protected characteristics covered under the Equality Act and takes into account discrimination by association.

³ Full definitions can be found in section 3

Please answer the following questions:

1. Research and Consultation
1.1. Have you made use of existing recent research, evidence and/or consultation to inform your proposal? Please insert links to documents as appropriate.
Click here for local demographics and information Section 9 to 13 the Care Act 2014 The Care and Support (Assessment) Regulations 2014 The Care Act Statutory Guidance Section 6 Care and Support Statutory Guidance August 2017 https://www.gov.uk/government/publications/care-act-statutory-guidance/care-and-support-statutory-guidance Strength Based Social Work Practice within Adult Social Care (Roundtable) report released in July 2017 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/652773/Strengths-based_social_work_practice_with_adults.pdf
1.2. Have you carried out any specific consultation with people likely to be affected by the proposal? (if yes, please insert details, links to documents as appropriate).
Guidance Notes: <i>If you have not yet undertaken any consultation you may wish to speak to the Consultation Team first as a lack of sufficient consultation could place the Council at risk of legal challenge.</i> Click here for the LBC Consultation Portal

Communication strategy and plan is in place.

During the Side By Side Program the following activities enabled us to test the progress and success of the program:

- informal & formal observations
- daily huddle meetings
- back to basic weekly workshops
- Lessons learned workshops (included stakeholders) 20 people participated on each occasion. 4 lesson learned workshops completed
- feedback via the Make it Happen forum (included stakeholders)
- customer feedback (15 responses)
- completed assessments (80 assessments)
- Stories of difference (sample of 30)
- Focus groups made up of a mix of roles & responsibilities (between 8 – 14 people at each group)
-

The focus groups were based on a structured conversation that asked colleagues to reflect on the successes of the project thus far and challenges. It asked them to consider the nexus between the strategy and structure to come up with their own ideas on the future state of ASC. Nothing was off limits. We have met 64 staff (who had been through the Side by Side program) across ASC and Customer Services to gather their views, thoughts and opinions. Broadly from the discussions the final delivery model emerged, this is being progressed through the organisational change procedure and subject to consultation.

1.3. Have you carried out any specific consultation with citizens likely to be affected by the proposal? If yes, please insert details, links to documents, as appropriate above. Please show clearly who you consulted with, when you consulted and the outcomes from the consultation. Mitigations from consultation should be clearly shown in Action Plan at end of document.

[For advice and support from Consultation Team click here](#)

Not at this stage. However through the lifecycle of this program and people's experience, their stories of difference were overwhelmingly positive and gives a flavour of the rich and diverse background of the people in Luton. Regular check backs are in place, this informs our quality assurance audit process.

2. Impacts Identified
2.1. Where you have identified a positive impact, for communities or staff , please outline how these can be enhanced and maintained against each group identified . Specific actions to be detailed in action plan below.
<i>Guidance Notes: By positive impact we mean, is there likely to be a noticeable improvement experienced by people sharing a characteristic?</i>

The impact for Luton Citizens will be positive. The change will:

- Help to prevent social isolation
- Provide better access to information and options – more choice and control, seamless journey across Adult Social Care, customers have to tell their story once.
- Provide more opportunity to take control of health and wellbeing
- Help prevented/reduce crises
- Opportunity for citizens to contribute to society

The program will:

1. Focus on people's strengths and not their deficits
2. Listen hard to understand what matters to the person not what's the matter with them
3. Seeing neighbourliness and neighbourhoods as the 'glue' that holds people and communities together not services
4. Better understand the assets and gifts across Luton as a place

This will have a positive impact for ALL protected characteristics, but particularly in reducing the negative impact of social isolation for older persons, particularly for men and those who are carers. Stories of difference evidenced this too

The impact to staff for the following protected characteristics will be positive:

- Race
- Sex
- Disability
- Age
- Care Responsibilities

Staff Experience slide



Staff
Experience.pptx



The risk of an adverse impact occurring is assessed as low, as existing staff are very experienced and the majority of them will feature in the revamped structure. The loss of staff with critical knowledge or skills is not anticipated as a result of the proposed changes. This continuity of staffing provides assurance that service levels will at least be maintained

2.2. Where you have identified a **negative** impact please explain the nature of this impact and why you feel the proposal may be negative. Outline what the consequences will be **against each group identified**. You will need to identify whether mitigation is available, what it is and how it could be implemented. Specific actions to be detailed in action plan below.

Guidance Notes: By negative impact we mean is there likely to be a noticeable detrimental effect on people sharing a characteristic?

In this proposal it likely that less than 10 staff will be at risk of redundancy. In order to protect their identity and maintain their confidentiality the negative impact will not be described here.

2.3. Where you have identified a **neutral*** impact for any group, please explain why you have made this judgement. You need to be confident that you have provided a sufficient explanation to justify this judgement.

Guidance Notes: By neutral impact we mean that there will be no noticeable impact on people sharing a characteristic

There is no evidence currently available to suggest that the strategy will have a noticeable impact, either positive or negative, on the economy or business.

Citizens in Luton will still be assessed in line with eligibility of the Care Act 2014.

In this proposal it likely that less than 10 staff will be at risk of redundancy. In order to protect their identity and maintain their confidentiality the neutral impact will not be described here.

3. Social & Health Impacts

3.1. If you have identified an impact on community cohesion⁴, tackling poverty⁵ or health and wellbeing⁶, please describe here what this may be and who or where you believe could be affected, **Please also ensure that you consider any possible impacts on Looked After Children.**

Guidance Notes: Please use this section to describe the social and health impacts and detail any specific actions or mitigations in the action plan below.

[For advice & support from the Social Justice Unit click here](#)

[For advice and support from the Public Health team click here](#)

As outlined above this strategy includes focusing and understanding what is in our community. The Local Area Network (Catalyst) has been commissioned to explore and develop this in Luton. This will take 12-18 months to implement and will commence from April 2019. This will identify what gifts and gems are in our local community and what is missing. This will be shared with our commissioning colleagues and inform our commissioning intentions going forward.

<https://lacnetwork.org/local-area-coordination>

This will contribute to the Council achieving its strategic objectives in “Luton 2040 – No – one in Poverty” and the “Luton Investment Framework. It is our aim that the citizens in Luton are able to “stay strong and share their gifts in the local community”. This will ensure:

- Improved individuals emotional psychological wellbeing, achieved through peer support and socialising with others through access to activities supported in the community, this may be alongside commissioned care.
- Possible reduction of commissioned care resulting in reduction to personal financial contribution.
- Being an active citizen within their own communities – it can be a two way street a person can receive and give support utilising their strengths, assets and knowledge
- Promoting good networks around peer support, cultural awareness and inclusion

⁴ is the proposal likely to have a noticeable effect on relations within and between specific section(s) of the community, neighbourhoods or areas.

⁵ is the proposal likely to have a noticeable effect on households that are vulnerable to exclusion, e.g. due to poverty, low income and/or in areas of high deprivation

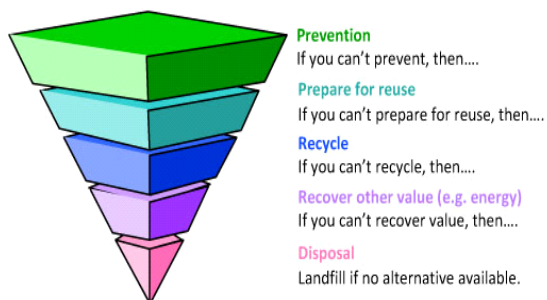
⁶ Is the proposal likely to have a positive or negative impact on health inequalities, the physical or mental health and wellbeing of an individual or group, or on access to health and wellbeing services?

4. Environment Impacts

4.1. If you have identified any impacts related to the built and natural environment⁷, low carbon⁸ and waste minimisation please describe here what this may be and who or where you believe could be affected

Guidance Notes: Is the proposal likely to impact on the waste hierarchy which includes issues shown in the table below:

Waste Hierarchy



[For advice and support from the Strategy & Sustainability Team click here](#)

⁷ Is the proposal likely to Impact on the built and natural environment covers issues such as heritage, parks and open space, cleanliness, design, biodiversity and pollution?

⁸ Is the proposal likely to impact on low carbon includes issues such as use of energy, fuel and transport.

<p>5. Economic Impacts</p>
<p>5.1. If you have identified any impacts related to Luton's economy and businesses ⁹, creating jobs¹⁰ or improving skill levels ¹¹, please describe here what this may be and who or where you believe could be affected</p>
<p>Guidance Notes: Please use this section to describe the social impacts and detail any specific actions or mitigations in the action plan below. Please detail all actions that will be taken to enhance and maintain positive impacts and to mitigate any negative impacts relating to this proposal in the table below.</p>
<p>For advice and support on Economic Development click here</p>
<p>The organisational change restructure aims to give staff the:</p> <ul style="list-style-type: none"> ✓ Chance to learn new skills and sharpen existing skills ✓ Opportunity to work in a less mechanical way ✓ A deeper sense of 'making a real difference' <p>To also redefine some roles to create career progression within, contributing to better job satisfaction and improving job retention in social work and occupational therapy. This will also include creating occupational therapy apprenticeships.</p> <p>Clearly any job losses are not good for people or the town. The service is hoping to mitigate as far as it can by recruiting to the created posts and any staff affected will of course be ring – fenced where applicable.</p>

⁹ Is the proposal likely to impact on Luton's economy and businesses for example by creating an opportunity to trade with the Council, support new business opportunities?

¹⁰ Is the proposal likely to impact on the creation of new jobs in the local economy? This will also link to health and well-being and the reduction of poverty in the social box.

¹¹ There are significant skills gaps in Luton's economy. Is the proposal likely to create opportunities for up skilling the workforce or to create apprenticeships?

Impact Enhancement and Mitigation

Please detail all actions that will be taken to enhance and maintain positive impacts and to mitigate any negative impacts relating to this proposal in the table below:

Action	Deadline	Responsible Officer	Intended Outcome	Date Completed / Ongoing
To follow the Council's Organisational Change restructure process	March 2021	Vamsi Pelluri	Complete organisational change To save as many jobs as possible	
Attend Let's Talk & Professional Network meetings in the community	November 2021	Vamsi Pelluri	To share with Community how the Side By Side program has improved the way Adult Social Care delivers their service. To share what is Local Area Coordination, how this will be implemented and supported with the community. To explore how the community can co-produce and shape future services/groups	

A review of the action plan will be prompted 6 months after the date of completion of this IIA.

Key Contacts

Name	Position
Vamsi Pelluri	Service Manager

Next Steps

- All Executive Reports, where relevant, must have an IIA attached
- All report authors must complete the IIA section of Executive Reports (equalities, cohesion, inclusion, health, economic, business and environment)
- All reports are to be forwarded to the Social Justice Unit, Legal Department, Public Health and Strategy & Sustainability Unit for sign off in time for Executive deadline
- On the rare occasion that the Social Justice Unit are unable to sign off the report, e.g. recommendations are in breach of legislation, a statement will be submitted by Social Justice Unit Manager or Equality and Diversity Policy Manager

Completed and signed IIA's will be published on the internet once the democratic process is complete

Useful Documents

[Corporate Plan](#)

<http://intranet/SupportServices/Document%20library/LBC-corporate-plan.pdf>

[Equality Charter](#)

https://www.luton.gov.uk/Community_and_living/Lists/LutonDocuments/PDF/Social%20Justice/Equality%20Charter.pdf

[Social Justice Framework](#)

[Joint Strategic Needs Assessment \(JSNA\)](#)