

# Equality Impact Assessment Toolkit

## (March 2021)

<b>Section 1:</b>	<b>Your Details</b>
<b>EIA Lead Officers</b>	Karen Smith Operation Change Manager – Restructure <a href="mailto:Karensmith1@wirralevolutions.org">Karensmith1@wirralevolutions.org</a>
	Lorraine Moran: Head of Quality : Service Review <a href="mailto:lorrainemoran@wirralevolutions.org">lorrainemoran@wirralevolutions.org</a>
<b>Line Manager</b>	Jean Stephens, Managing Director
<b>Date:</b>	21 <sup>st</sup> April 2021
<b>Version control</b>	Updated: 11 <sup>th</sup> May 2021

<b>Section 2</b>	<b>What is the proposal being assessed?</b>
	<p>Wirral Evolutions Ltd was incorporated in 2015 as a private company limited by shares and trades as a wholly owned Local Authority Trading Company (LATCo), on behalf of Wirral Council. Its function is to provide personalised day services and opportunities for adults with a wide range of learning and physical disabilities. Day Services provided by Wirral Evolutions are highly valued by the people we support, parent/carers, commissioner, and other key stakeholders.</p> <p>Although service provision is of a high standard, it is acknowledged by all involved in the delivery that outcomes could and should be improved. The current workforce structure and number of locations significantly inhibits the organisation's ability to deliver the best outcomes for all involved as set out in the company's strategic framework.</p> <p>As part of the Councils formal budget process for 2021-2022, Wirral Evolutions has identified: -</p> <ul style="list-style-type: none"> <li>• a proposed structure that responds to the challenge of efficiency improvements requirements and significant budgeting constraints. The new structure will increase capacity of operational services and maximise efficiency for the operations. The proposals contribute significantly to reduction in expenditure to address £500k budget pressure</li> <li>• the consolidation of locations, working towards providing an improved community integrated offer for people with a learning disability, supporting more independent life skills. The proposals</li> </ul>

	<p>contribute significantly to reduction in expenditure to address £500k budget pressure.</p> <p>From September 2021, Wirral Evolutions Ltd, propose to:-</p> <ul style="list-style-type: none"> <li>• Restructure and reduce the number of FTE.</li> <li>• Exit from Highcroft location</li> <li>• Exit from Cambridge Road location</li> <li>• Withdraw from catering and hospitality service, currently operating out of Willow Bank.</li> <li>• Introduce an additional older persons service from Heswall location</li> <li>• Introduce a younger persons vocational service from Oakenholt location</li> <li>• Dale Farm and Royden Park will continue to provide horticultural opportunities</li> <li>• Introduce an additional specialist profound and multiple learning disabilities resource from Eastham location in addition to the specialist service at Pensby Wood location</li> </ul> <p>The refocus on fewer locations with specialist provision and a new workforce structure will strengthen Wirral Evolutions and plays a pivotal role in securing the future for the people we support and workforce.</p>
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<b>Section 2a</b>	<b>Will this EIA be submitted to a Committee meeting? N/A</b>
<b>YES/NO</b>	N/A
	<p><b>Hyperlink to where your EIA is/will be published on the Council's website</b> <a href="https://www.wirral.gov.uk/communities-and-neighbourhoods/equality-impact-assessments">https://www.wirral.gov.uk/communities-and-neighbourhoods/equality-impact-assessments</a></p>

**Section 3:** Does the proposal have the potential to affect..... (please tick relevant boxes)

- Services**
- The workforce**
- Communities**
- Other** (please state eg: Partners, Private Sector, Voluntary & Community Sector)

If you have ticked one or more of above, please go to section 4.

- None** (please stop here and email this form to your Chief Officer who needs to email it to [engage@wirral.gov.uk](mailto:engage@wirral.gov.uk) for publishing)

**Section 4:**

Could the proposal have a positive or negative impact on any protected groups (age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation)?

You may also want to consider socio-economic status of individuals.

Please list in the table below and include actions required to mitigate any potential negative impact.

Which group(s) of people could be affected	Potential positive or negative impact	Action required to mitigate any potential negative impact	Lead person	Time scale	Resource implications
Wirral Evolutions Workforce which includes protected groups.	<p><b>Impact 1</b> – All Staff will be affected by the restructure and redesign of service.</p> <p>However, some staff will have greater negative/positive impact:</p> <ul style="list-style-type: none"> <li>• Number of staff will be matched to roles that are below their grade in the current structure which will impact financially on individuals.</li> <li>• Fewer full time roles reduction of 6% in the proposed structure, it is</li> </ul>	<ul style="list-style-type: none"> <li>• Work in partnership with Trade Union Officials.</li> <li>• Staff consultation sessions to discuss options with staff.</li> <li>• Provide additional support to those staff who are directly affected by the restructure.</li> <li>• Identify issues in for individuals through 1:1, drop in session, TUS seek to find solution</li> <li>• Posts will be ringfenced to staff at risk</li> <li>• Transitional pay for period of one year</li> <li>• Through matching process seek to minimize financial impact</li> </ul>	Jean Stephens, Wirral Evolutions Managing Director	Ongoing	<p>Wirral Evolutions holding Trade Union Official Meetings.</p> <p>Wirral Evolutions Staff Group Team Meetings.</p> <p>Wirral Evolutions Staff one to one meetings.</p>

	<p>possible that some staff could face reduction in hours, however there are a number of dependencies that could have a positive impact and therefore mitigate the situation</p> <ul style="list-style-type: none"> <li>• Proposal seek to have all roles over a 5 day week, this could impact on carer responsibilities (per latest data 5% of staff)</li> <li>• Staff who have a second job (small number of staff who this applies too) .</li> <li>• Increased responsibilities for new roles will require training and support, staff with protected characteristics will require additional support.</li> </ul> <p>However, at this stage of the proposal, it is not possible to identify the potential implications this may have on individual employees.</p>	<ul style="list-style-type: none"> <li>• Through matching process seek to minimize impact on individuals and ensure roles are at the same hours of matched up.</li> <li>• Applications opened for EVR/VS scheme</li> <li>• Compassionate and appropriate support for colleagues with carer responsibilities.</li> <li>• Compassionate and appropriate response for staff who have additional job.</li> <li>• Individual training and development plan for all staff.</li> <li>• Support through Access to Work</li> <li>• Supply of any necessary equipment to support in the workplace.</li> <li>• Wirral Council Human Resources and Legal Departments can offer support of the restructure.</li> <li>• Any adverse impact on employees protected characteristics is unintentional and employees will be supported through the consultation process.</li> </ul>			
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	<p><b>Impact 2 –</b> Staff in protected groups, we will undertake an audit of employees directly affected and take account of any impact associated to protected characteristics.</p> <ul style="list-style-type: none"> <li>• 78% workforce are female</li> <li>• 59.7% of the workforce are aged 51 and over</li> <li>• 5.7 of the workforce have identified disability</li> <li>• 3.1% have an unpaid carer responsibility</li> </ul>	<p>We are committed to ensure that no employee receives less favorable treatment in relation to a protected characteristic.</p> <p>We recognise employees with protected characteristics have the following in place which we will consider:</p> <ul style="list-style-type: none"> <li>• Reasonable adjustments in place such as specialist equipment or regular rest breaks</li> <li>• Agreed flexible working patterns to support personal, caring or family arrangements</li> </ul> <p>During the consultation we will look to mitigate any impact to the above based on the following:</p> <ul style="list-style-type: none"> <li>• Holding employee one to ones, in line with managers, HR and trade union representatives</li> <li>• Allowing for regular informal drop in sessions – lead by the Operational Change Manager</li> <li>• Regular engagement and support available from trade union representatives and HR</li> <li>• Weekly TU meetings alongside HR</li> <li>• Use of our employee assistance programme for impartial support and guidance</li> <li>• Regular updates and FAQ's being readily available to keep staff informed and allow an opportunity to provide feedback</li> <li>• This support will continue following the consultation ending support employees through any changes being proposed</li> </ul> <p>Wirral Council Human Resources and Legal</p>	<p>Jean Stephens, Wirral Evolutions Managing Director</p>	<p>Ongoing</p>	<p>Wirral Evolutions holding Trade Union Official Meetings.</p> <p>Wirral Evolutions Staff Group Team Meetings.</p> <p>Wirral Evolutions Staff one to one meetings.</p>
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	<p><b>Impact 3 – Wirral</b>  Evolutions staffing is predominantly female (78%) and this group in the general population are impacted through the workforce in roles that are part-time and low paid. The restructure does reduce the number of full-time roles by 6%. This could adversely affect women in the workforce.</p>	<p>Departments can offer support for the restructure</p> <p>Any adverse impact on employees protected characteristics is unintentional and employees will be supported through the consultation process.</p> <p>We are committed to ensure that no employee receives less favorable treatment in relation to gender:</p> <ul style="list-style-type: none"> <li>• Access to application for EVRS/VS</li> <li>• Reduced hours will be considered for those who wish to reduce hours.</li> <li>• Reasonable adjustments in place such as specialist equipment or regular rest breaks</li> <li>• Job share for roles will be considered.</li> </ul> <p>Any adverse impact on employees protected characteristics is unintentional and employees will be supported through the consultation process</p>			
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<p>People with a Learning Disability who currently access Wirral Evolutions or may access the service in the future.</p>	<p><b>Impact 1</b> - Potential redesign of Wirral Evolutions service will bring change which will affect those people who access the service. Change can bring positive new approach and experiences for service delivery; however, the process of change can impact negatively for some people with a learning disability. Some people who access the service may be more affected</p>	<p>Wirral Evolutions to manage change of service redesign at safe pace, and in partnership with people who access the service and their Carers and families.</p> <p>A period of consultation will be required with people who access the services and their families.</p> <p>Wirral Evolutions would lead the redesign in partnership with people who access their services, and with the support from Wirral Council.</p> <p>Social Workers can offer support where required for families.</p> <p>Wirral Evolutions will support vulnerable people</p>	<p>Jean Stephens, Wirral Evolutions Managing Director</p>	<p>Ongoing</p>	<p>Wirral Evolutions Management will lead the service redesign.</p> <p>Wirral Council Project Board members can offer support to Wirral Evolutions management.</p> <p>Wirral Council commissioning officers can offer support to Wirral Evolutions management.</p>
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	<p>by the change than others, and additional support will be tailored for individuals affected.</p> <p><b>Impact 2</b> – Wirral Evolutions are restructuring the workforce. There may be some staff changes which would have an impact upon those people who access the service as will bring change of new staff/roles.</p>	<p>throughout the change period and ensure the new Day service meet the needs of People with a Learning Disability and their families who live in Wirral.</p> <p>Wirral Evolutions will engage with support and advocacy groups where appropriate to offer support to those people who are affected by the change.</p> <p>Wirral Evolutions will develop a communication plan to ensure that their consultation and engagement communications are tailored to their stakeholders, including advice and guidance is accessible by protected groups in a format that suits their needs.</p> <p>Project plan will be developed by Wirral Evolutions to include their timescales to implement the service redesign and meet with the Council regularly progress and any issues that require support for the organisation or people who access their service can be put in place.</p>			<p>Additional Support services can be referred where required to support individuals and their families throughout the change period.</p>
<p>Carers/Relatives of People who access the service - which will include members of protected groups.</p>	<p><b>Impact 1</b> - Potential redesign of Wirral Evolutions service will bring change which will affect the families of those people who access the service. This may create additional stress to Carers/families who are experiencing the</p>	<p>Wirral Evolutions to send communications briefings for families of individuals who access services in a format that is suitable for them.</p> <p>Ensure Carers and families are offered support from Wirral Evolutions or additional support services whilst going through the change period of the service redesign.</p> <p>Provide support with online meetings to maximise attendance of those families who wish</p>	<p>Jean Stephens, Wirral Evolutions</p>	<p>Ongoing</p>	<p>Wirral Evolutions Management will lead the service redesign and discussions with families.</p> <p>Wirral Council commissioning officers can offer support to Wirral</p>

Which group(s) of people could be affected	Potential positive or negative impact	Action required to mitigate any potential negative impact	Lead person	Timescale	Resource implications
<p>People supported at services. All protected characteristics</p>	<p><b>Negative</b> The process of change can impact negatively for some people with a learning disability. Some people may not want to move from the centre they currently attend. Some people may have longer distances to travel.</p> <p><b>Positive</b> Service levels and admission pathways will remain unaffected.</p> <p>Support needs will be based on a people banding model - a practice tool to deliver and plan care and support using a person-centred approach recognising the uniqueness of people who do not all have the same needs.</p> <p>It is believed that a modernised model of day opportunities which promotes choice, flexibility and independence is a positive development.</p>	<p>A process of engaging and consulting with people affected by the proposals will be undertaken. People will be actively encouraged to take part in this to reassure and reduce any concerns around future changes.</p> <p>Individual person-centred programme planning will be supported by a designated worker as part of the process. Taster sessions will also be offered and friendship groups taken into consideration. All engagement activity will be accessible and inclusive. Increased support will also be available for PMLD and communication tools and partners to support.</p> <p>Advocacy groups will be approached to engage and offer support.</p> <p>Co-design groups will be set up to begin reimagining day time opportunities leading to</p>	<p>Lorraine Moran</p>	<p>May 24 – 13 June 2021</p> <p>September</p>	<p>Time</p> <p>Time</p> <p>Time</p>

<p>Parents and Carers</p>	<p><b>Negative</b> Some parents/carers are happy with the existing arrangements and may not want to change.</p> <p><b>Positive</b> Some centres have parent groups who are keen to develop services to support an enhanced experience.</p>	<p>enhanced activities.</p> <p>All activity will be as accessible as possible and information available in alternative formats / language upon request within a reasonable timeframe.</p> <p>Engagement consultation will be undertaken in a sensitive way with parents and carers with active listening to their concerns and reducing anxiety.</p> <p>Advocacy groups will be approached and engaged to offer support.</p> <p>Encourage active participation/engagement with co-design groups to influence service design to support real change.</p> <p>Parent groups will be an integral part of this.</p>	<p>Senior Leadership Team</p>	<p>2021</p> <p>May 24 – 13 June 2021.</p> <p>September onwards</p>	
<p>Voluntary groups and Trustees</p>	<p><b>Negative</b> Dale Farm has a Board of Trustees, important to the development and growth of the Farm providing investment, could resist change.</p> <p><b>Positive</b></p>	<p>Encourage active participation/engagement with co-design groups to influence service design to support real change. Groups will be an integral part of this.</p>	<p>Centre Managers</p>	<p>Ongoing</p>	<p>Time</p>
<p>Volunteers</p>	<p><b>Negative</b> Volunteers may choose to leave if their chosen centre is closed.</p>	<p>Encourage and signpost them to alternative services to enable them to continue their meaningful contribution and invite them to remain inviting</p>	<p>Lorraine Moran</p>	<p>Ongoing</p>	<p>Time</p>

		them to be a part of our community. This will also be considered at the Volunteer Action Group.			
Age	The benefits of a more focused service are likely to have a positive impact as individuals may have more options available to be able to tailor their support towards the achievement of their outcomes	A person-centred transition process will be in place fully involving the person supported working together to plan and achieve the person's intended outcomes. The skills and experience and relationship between those providing support and those being supported is recognised as important in this process to enable a supported and seamless transition..		Ongoing	
Disability	<b>Positive</b> People supported currently have disabilities varying from mild to more complex. Those people with PMLD will benefit from a more focused service which is likely to have a more positive impact and offer broader options.	Adherence to The Equalities Act & Equality & Inclusion will continue for as long as the service is able to meet their assessed needs. Mandatory training will support compliance.	Karen Smith	Ongoing	
Sex	There is no restriction to the services as a whole by gender.	If there is a requirement for single sex service provision in the future this will be given consideration.	Karen Smith	Ongoing	

**Section 4a: Where and how will the above actions be monitored?**

Wirral Evolutions Staff and Management Team Meetings.

Wirral Evolutions Board of Directors meeting

Wirral Evolutions will meet weekly throughout consultation with Trade Unions

Wirral Evolutions will report monthly to Wirral Council Project Team.

**Section 4b: If you think there is no negative impact, what is your reasoning behind this?**

**Section 5: What research / data / information have you used in support of this process?**

Wirral Evolutions have been meeting regularly with Wirral Council management to discuss the identified budget savings of £0.5M.

Wirral Evolutions have been engaging with their staff about the potential staffing restructure. Consultation with Equalities Officer

Equality and Human Rights Commission Guidance  
Engagement and the Equality Duty

**Section 6: Are you intending to carry out any consultation with regard to this proposal?**

**Yes**

**If 'yes' please continue to section 7.**

**If 'no' please state your reason(s) why:**

## **Section 7: How will consultation take place and by when?**

Consultation with staff begins on 23rd of March and will continue to 18<sup>th</sup> May 2021

Engagement events with People we support and Parent/Carers will begin in Week commencing 24<sup>th</sup> May 2021, with a programme of online meetings for parent/carers and people supported

Accessible version of the questionnaire is available for people supported provide in services

Online questionnaire will be available along with website information and contacts.

Before you complete your consultation, please email your preliminary EIA to [engage@wirral.gov.uk](mailto:engage@wirral.gov.uk) via your Chief Officer in order for the Council to ensure it is meeting it's legal publishing requirements. The EIA will need to be published with a note saying we are awaiting outcomes from a consultation exercise.

Once you have completed your consultation, please review your actions in section 4. Then email this form to your Chief Officer who needs to email it to [engage@wirral.gov.uk](mailto:engage@wirral.gov.uk) for publishing.

## **Section 8: Have you remembered to:**

- a) **Select appropriate directorate hyperlink to where your EIA is/will be published** (section 2a)
- b) **Include any potential positive impacts as well as negative impacts?** (section 4)
- c) **Send this EIA to [engage@wirral.gov.uk](mailto:engage@wirral.gov.uk) via your Chief Officer?**
- d) **Review section 4 once consultation has taken place and sent your updated EIA to [engage@wirral.gov.uk](mailto:engage@wirral.gov.uk) via your Chief Officer for re-publishing?**