

AssessmentNo	979	Owner	levans
Resource	HSCP		Service/Establishment Joint
	First Name	Surname	Job title
Head Officer	Fiona	Taylor	Head of service for Health and Community Care
	(include job titles/organisation)		
Members	HR – Leeanne Galasso and Catherine Hughes Equality Team – Ailsa King and Karen Marshall IOM of service – Jacqueline Carson Coordinator – Yvonne Allan Organiser – Aimee McGowan and Sara Miller Team Leads – Jane Gray, Louise Crockett and Ann Marie Lennox Admin Officer – Suzann Alexander Finance – Terry Wall and Julie Slavin Head of HR – Gillian Gall Head of Service – Fiona Taylor Carers of West Dunbartonshire		
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>		
Policy Title	Care at Home Re-design – Employee changes		
	The aim, objective, purpose and intended out come of policy		
	<p>Aims • Ensuring the outcomes for Care at Home are met; • Ensuring the service is delivered within the agreed budget; • Focusing on driving care using the internal Care at Home service; • Reducing the amount of agency spend; • Reducing the amount of spend on enhanced overtime; • Ensuring reviews take place every six months as per Care Inspectorate guidance; • Providing choice for the service user on how they would like their care to be delivered as per Self-directed support (SDS) legislation; and • Signposting and directing families and service users to all offerings which are available to support daily living as an alternative method of care e.g. day service, social support. Purpose The purpose of re-design is to meet the aims and objectives of the project but also to follow the Scottish approach to re-design to gain the data required to ensure this service is fit for the future. The evaluation and engagement to date has taken into account both lessons learned and feedback from stakeholders. The project team have been working in close collaboration with employees, managers and key stakeholders since the start of this project, January 2022. Outcomes Three of the outcomes which the Care at Home service strives to meet are: 1. People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community; 2. People are able to look after and improve their own health and wellbeing and live in good health for longer; and 3. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services. Proposed changes after consultation ended on the 18th December 2023 Home Carer Changes • All Home Carers will move to a standardised rota; o 5 and 2 rota - this is 5 days one week and 2 days the following week, working every second weekend. o 4 and 3 rota - this is 4 days one week and 3 days the following week, working every second weekend. o For two years, Home Carers contracted to work Monday to Friday, will move to a 5 over 7 rota. This would be a rota that would accommodate all hours. o Those on retirement plans will not be asked to be changed. o Weekend only rotas would remain due to service pressures at the weekend. o That the 5% of those who are currently in receipt of 10% shift allowance remain on the shift patterns</p>		

they have to enable them to retain income and that these patterns of work are phased out as people leave their post. • All current disability passports will be reviewed to ensure people have the appropriate support. • That those who have reasonable adjustments due to health conditions are reviewed to ensure that they remain effective and appropriate. • That all flexible working arrangements, with the exclusion of flexible retirement are reviewed. • Employees on flexible retirement will have the option to move to the new rota if they wish through 1-2-1. • The job profile will be submitted via job evaluation. Management Employee Changes • There will be the introduction initially of seven new schedulers ; o The aim is that an Organiser would no longer be responsible for scheduling but will have oversight. This will be monitored as the use of schedulers is a test of change; • The out of hours coordinator will be renamed Out of Hours and Scheduling coordinator and directly manage the scheduling team; • The Out of Hours and Scheduling coordinator will move to a standardised rota to cover out of hours; o This is to allow consistency in care visits of home carers, focus the Organisers on staff management and Reviews of service users. • All organisers will be added to a rota to work weekends. • An on call rota will be put in place to ensure there is management cover in out of hours across the seven days ; o This is to ensure there is out of hours management support for front line staff and service users • An additional Team Lead will be added to the delivery model to bringing the total 3 Team Leads; • Two new posts will be introduced called Business and Quality Lead; o This is to ensure the service is SOM compliant with WDC delivery models and there is dedicated support for business functions within the service i.e. HR, improvements, processes • To meet the Councils Strategic Operating Model, two coordinators within the Care at Home delivery model will be removed from the structure; • The three Assistant Organisers will be removed from the structure and moved to the Scheduler post. • All job profiles will be submitted via Job evaluation; • There is no job profile for the in house trainer. The in house trainer was described as an Organiser within the Care at Home Establishment. o The current in house trainer is currently working as a service manager. The service are unable to recruit temporarily because there is no job profile.

Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.

A variety of communication methods were utilised to engage and update a range of stakeholders in the development of the proposed changes in the redesign document. Examples include: • All employee survey. All employees, circa 750, within Care at Home were sent this survey; • Organisers Survey. All organisers, circa 18 were sent this survey; • Ideation sessions, designed to solicit thoughts and ideas were made available on topics such as scheduling, agency staff use, overtime, assessments, reviews, referrals and processes. These sessions included ten organisers, two service managers, two co- ordinators, one Care at Home Accountant and one admin supervisor. At these sessions, problem statements were written and ideas were produced on how to respond to these problems; • Seven online and face to face workshops with home carers and Trade Union colleagues. On average, ten Home Carers attended each workshop; • Monthly project update meetings with all office employees, estimated to have engaged with 37 employees Those

who cannot attend have access to the project board reports on MS Teams;

- Quarterly project update sessions with home carers. On average 180 Home Carers would attend each session.
- A dedicated mailbox for employees to submit questions;
- A text telephone number to text questions;
- All service 1430 service users were sent a survey via postal mail with over 600 responses;
- Unpaid carers via Survey Monkey with over 100 responses. 73% of respondents were female;
- Regular meetings with the Care at Home management team.

• Leeanne Galasso - HR • Catherine Hughes - HR • Victoria Rogers - Chief Officer - People and Technology • John Duffy Job evaluation • West Dunbartonshire HSCP Senior Management • Jacqueline Carson - Integrated Operations Manager • Jane Gray, Anne Marie Lennox, Louise Crockett - Service managers • Yvonne Allan, Lisa Auchterlonie, Gordon Martin Coordinators •

Employees were involved in revising the relevant job profile All of the feedback via the various meetings has been incorporated into the project scope. During Consultation the following communication methods were used to gain feedback.

- All Home Carers were asked to complete a preference form, detailing what preferred work pattern they would move to and their opinion on the changes. 335 preference forms were returned;
- 213 121s took place with Care at Home managers. 121s were open to all employees within the Care at Home service;
- 3 x ZOOM sessions with Home Carers for Group Communication;
- 5 x face to face sessions with Home carers for Group Communication;
- 1 x session with service managers;
- 1 x session with coordinators;
- 2 x session with admin employees;
- 2 x session with admin officer;
- 3 x sessions with Organisers;
- 2 x session with assistant Organisers;
- Weekly meetings with Care at Home Management Team • MS Teams channel for questions • Care at Home mailbox for additional questions • JTU engagement through JCC and JSF meetings • Project updates via Project Management Officer • Survey sent to all Carers of service users • All service users were sent a letter to provide feedback

Does the proposals involve the procurement of any goods or services?	Yes
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If yes please confirm that you have contacted our procurement services to discuss your requirements.	No
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SCREENING

You must indicate if there is any relevance to the four areas

Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)	Yes
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Relevance to Human Rights (HR)	Yes
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Relevance to Health Impacts (H)	Yes
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Relevance to Social Economic Impacts (SE)	Yes
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Who will be affected by this policy?

All citizens of West Dunbartonshire who could be prospective users of Care at Home, current users of Care at Home, Care at Home staff and other HSCP staff will be affected by this policy.

Who will be/has been involved in the consultation process?

The below list are people who have been involved in creating the redesign report which staff and Trade Union Colleagues consulted on during the period between 19th September 2023 and the 18th December 2023.

- Leeanne Galasso – HR • Catherine Hughes – HR • Victoria Rogers - Chief Officer - People and Technology • John Duffy - Job

evaluation • West Dunbartonshire HSCP Senior Management • Jacqueline Carson - Integrated Operations Manager • Jane Gray, Anne Marie Lennox, Louise Crockett - Service managers • Yvonne Allan, Lisa Auchterlonie, Gordon Martin Coordinators • Laura Evans – Service Improvement Lead • Employees were involved in revising the relevant job profile • Organisers involved in working groups. The following boards approved the initial EIA and re-design report before consultation began on the 19th September 2023. • West Dunbartonshire HSCP Senior Management – 22/06/2023 • Recovery and review meeting – 02/08/2023 • SSRG – 16/08/2023 • IJB members session – 01/09/2023 • IJB – 19/09/2023 During Consultation the following communication methods were used to gain feedback. • All Home Carers were asked to complete a preference form, detailing what preferred work pattern they would move to and their opinion on the changes. 335 preference forms were returned; • 213 121s took place with Care at Home managers. 121s were open to all employees within the Care at Home service; • 3 x ZOOM sessions with Home Carers for Group Communication; • 5 x face to face sessions with Home carers for Group Communication; • 1 x session with service managers; • 1 x session with coordinators; • 2 x session with admin employees; • 2 x session with admin officer; • 3 x sessions with Organisers; • 2 x session with assistant Organisers; • Weekly meetings with Care at Home Management Team • MS Teams channel for questions • Care at Home mailbox for additional questions • JIU engagement through JCC and JSF meetings • Project updates via Project Management Officer • Survey sent to all Carers of service users • All service users were sent a letter to provide feedback

Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.

	Needs	Evidence	Impact
Age	There is a clear relationship between long-term health conditions or disability and increasing age. In 2020, the Scottish Health Survey found that the prevalence of any long-term condition increased with age, from 32% among those aged 16-44, to 68% among those aged 75 and over. The ageing population nationally and within West Dunbartonshire mean that there will be expected increase in demand on care at home services and also given the age composition of the workforce a need to consider how to	The Adult Strategic Needs assessment http://www.wdhscp.org.uk/media/2521/sna-aop-june-2022.pdf https://www.gov.scot/binaries/content/documents/govscot/publications/research-and-analysis/2022/06/national-care-service-adult-social-care-scotland-equality-evidence-review/documents/adult-social-care-scotland-equality-evidence-review/govscot%3Adocument/adult-social-care-scotland-equality-evidence-review.pdf	Employees - negative • 44% of Home Carers are over 55 and 54% are between 20 and 54. The work pattern will involve weekends and out of hours. This may impact on income as those over 55 be not be able to move to the new shift patterns. It could also result in the person, being worse off financially. • Those with caring responsibilities / may not be able to move to the new work pattern. • There was a concern that older people may not be able to work to 10pm. • For 35 hour contracted hours, there is a

	make care at home work a fulfilling career		<p>requirement for split shifts. This is not amenable to all, and could affect those who are older.</p> <p>Positive – employees</p> <ul style="list-style-type: none"> • Some current employees, mainly those with families have stated they would prefer more hours.
Cross Cutting	Impacts on all protected characteristics and external impacts.	<p>The adult Strategic needs assessment - http://www.wdhscp.org.uk/media/2521/sna-aop-june-2022.pdf</p>	<p>Positive Impact employees</p> <ul style="list-style-type: none"> • The referral process were reviewed which will impact on the customer journey of receiving a service. The impact will allow staff to understand their roles and responsibilities within the process and ensure referrals to Care at Home are appropriate. Positive - Employees • Organisers will be given more time to provide time management and reviews of service users by adding seven schedulers to the team. This will allow organisers to go out and meet service users regularly. • There will be an increase in hours for employees, this could benefit the workforce as they have access to more hours, than they did before this re-design. Analysis of SSSC data shows that there were 58,450 adult social care workers under

			<p>the age of 44 in 2020, and at least 80% of the overall adult social care workforce were women. In addition, almost half of the adult social care workforce (47%) are on part time contracts and around 5.5% are on zero hours contracts, which may impact on maternity pay. • 5 temporary</p> <p>Organisers will be provided permanent</p> <p>Organiser roles. • Organisers will be have be able to have time off during the week when working a weekend. • There will be management cover out of hours and at the weekend. This means Home Carers will be able to speak to a manager in unsociable hours. • A standardized rota will reduce reactive behavior to cover care visits. • All Home Carers will move to the same job profile which will mean all Home Carers will be paid at the same grade.</p> <p>Negative – Employees • Some Home Carers may not be able to move to the new work pattern. The work pattern will involve weekends and out of hours. This may impact on the services budget and planned care for a</p>
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			<p>service user. • It could also result in the person, being worse off financially.</p> <ul style="list-style-type: none">• The service is currently £2million over spent, which could result in externalizing the service to providers. It is cost effective to provide an external Care at Home commissioned service rather than an internal HSCP service.• With standardized rotas, there could be a decrease in overtime being given to Home Carers. This could possibly result in reduced income for some Home Carers.• 54 Care at Home employees will receive shift allowance and won't be asked to change work pattern. This change has a positive impact on those employees, but there is no time limit on the shift allowance being given. This means there will always be a sub section of the service who will not be on a standardized rota, which will impact schedules, the services budget and service users. In addition, all Home Carers will be moving to the same job profile and paid at the same grade, this means there will be a small group of
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			<p>Home Carers being paid more because of a previous work pattern with no date in place for this to change. • 5% of Home Carers will remain on their working pattern and receive a 10% shift allowance. This means there will be a section of the workforce who is not being asked to move to the standardized rota, which can be seen as unfair to other Home Carers who are being asked.</p>
<p>Disability</p>	<p>In 2019 29% of West Dunbartonshire adults had a limiting long-term physical or mental health Condition. Learning disability rates are above the Scottish Average. Individuals with learning disabilities have some of the poorest health outcomes of any group in Scotland. A large proportion of the current service users would be classified as having a disability</p> <p>There is limited available local and national data about disability and social care workers, which relies on individual workers to disclose this information.</p> <p>Whilst Scottish Social Services Council (SSSC) data show that at least 2% of the overall</p>	<p>The adult Strategic needs assessment - http://www.wdhscp.org.uk/media/2521/sna-aop-june-2022.pdf</p>	<p>Employees Positive • All WDC employees can complete the disability passport which allows the employee make adjustments to their job due to a disability.</p> <p>Employees – Negative • Some employees with disabilities may not be able to move to the new work pattern</p>

	<p>social care workforce reported having a disability, this is likely to be an undercount, because disability information was unknown for a further 17% of the social care workforce.</p>		
<p>Social & Economic Impact</p>	<p>Overall, substantially higher proportions of people in the most deprived areas in Scotland receive home care support; 26% of people receiving home care lived in the most deprived areas, compared to 13.9% in the least deprived. However, this varies by age; 36.2% of those aged 16-64 receiving home care lived in the most deprived areas, compared to 7.5% in the least deprived, while there was little difference in the age 85 and over age group</p>	<p>No impact recognized</p>	<p>Positive and Negative impact Employees – shift allowance 54 Care at Home employees will receive shift allowance and wont be asked to change work pattern. This change has a positive impact on those employees, but there is no time limit on the shift allowance being given. This means there will always be a sub section of the service who will not be on a standardized rota, which will impact schedules, the services budget and service users.</p>
<p>Sex</p>	<p>Life expectancy is lower than the Scottish average for both men and Women within WDC. it is recognised there will be an impact on a primarily female work force who may have caring responsibilities. Research by the ALLIANCE and Self Directed Support Scotland (SDSS), which explored people's experience of Self-directed</p>	<p>Information on an employee's sex can be found on HR21 The adult Strategic needs assessment - http://www.wdhscp.org.uk/media/2521/sna-aop-june-2022.pdf</p>	<p>Negative employees</p> <ul style="list-style-type: none"> • Over 94.5% of the Care at Home employees are female and 5.5% are male. There could be an impact if the worker cannot move to the new work pattern therefore could be a reduced income to the household. • Statistically, women tend to have additional caring responsibilities than men. Reduced hours

	<p>Support and social care in Scotland. found some variation in men and women's experiences. For participants in this study, women had generally received less information about Self-directed Support options and budgets than men, and were less content with the quality of information that they received</p>		<p>could affect other lives within the household. Employees – Positive • There will be an increase in hours for employees, this could benefit the workforce as they have access to more hours, than they did before this re-design. • This will improve recruitment options for the future and more work patterns will be on offer with additional hours</p>
Gender Reassign	<p>There is no national data about gender reassignment and people who access social care. However, given the prevalence of social care needs in the population and across the life course, it is likely that some trans people will require social care support.</p>	<p>The adult Strategic needs assessment - http://www.wdhsc.org.uk/media/2521/sna-aop-june-2022.pdf</p>	<p>Positive and negative impact - included in cross cutting section.</p>
Health	<p>The longstanding impacts of poverty, poor employment and multiple deprivation have led to a less healthy population in West Dunbartonshire.</p>	<p>The adult Strategic needs assessment - http://www.wdhsc.org.uk/media/2521/sna-aop-june-2022.pdf</p>	<p>Positive and negative impact - included in cross cutting section.</p>
Human Rights	<p>Right to equality FREDAs' principles: Fairness Respect Equality Dignity Autonomy The right for respect for private and family life, dignity and autonomy protected by the HRA (Article 8 of the European Convention on Human Rights)</p>	<p>Human Rights Act</p>	<p>Positive and negative impact - included in cross cutting section.</p>

	autonomy protected by Article 8 of the ECHR and by Article 19 of the Convention on the Rights of Persons with Disabilities		
Marriage & Civil Partnership	Those who are married or in a civil partnership may be employed as a Home Carer within HSCP.	Information on an employee's marriage or civil partnership can be found on HR21	Positive and negative impact - included in cross cutting section. Positive impact Service Users - The updated review and assessment form for Care at Home service users now asks if the service user marriage and civil partnership status. Knowing this will allow the service to have awareness, and ensure the Home Carers providing the care have been trained.
Pregnancy & Maternity	There is no national data about pregnancy and maternity and social care. However, there is a substantial cohort of women of child-bearing age who are receiving social care, and many of this group are likely to experience pregnancy and maternity. There are 22,710 women aged 18-64 receiving social care in Scotland. Within the general population, there are around 50 live births per 1,000 women of childbearing age ⁷⁹ in Scotland.	Information on whether an employee is pregnant or on maternity can be found on HR21.	Positive and negative impact - included in cross cutting section.
Race	Research by the	https://www.gov.sc	Positive impact

ALLIANCE and Self Directed Support Scotland (SDSS), which explored people's experience of Self-directed Support and social care in Scotland, highlighted barriers to support for Black and minority ethnic people, including: access to information and advice; and cultural awareness and understanding. This was particularly the case for Black and minority ethnic women, and the report suggests that this could be associated with women having less fluency in English in some communities. Minority ethnic groups are also less likely to report health damaging behaviours such as smoking, excessive alcohol consumption and drug misuse. Health and social care workers are required to understand the importance of a flexible, person-centred approach; no two people are exactly the same, and service provision must reflect this. Where service users have additional requirements linked to language, culture or understanding of services, these need

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framework-
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2030/documents/

-employees
Reviewing the training frame work for employees within Care at Home will have a positive impact on the service if there is a good understanding of issues around racial inequality and racism to deal with any incidents which may occur within the service. Both service users and employees from minority ethnic backgrounds are at risk of facing both direct and subtle forms of racism; public service organisations need to be able to take appropriate action where this occurs. It is important employees participate in training on equality, diversity and human rights, including race equality and intercultural competency training. Reviewing recruitment strategies to encourage a greater representation of the minority ethnic population within the Care at Home service.

	to be met effectively. Local authorities for which many social care staff work generally have very low numbers of minority ethnic staff.		
Religion and Belief	Working shifts could impact to attend religious services There is no national data on religion or belief for people who access social care, although NRS analysis of population data suggests that Scotland is becoming more ethnically and	Impact group meeting 26/08/2023	Employees – Positive Employees can request adjustments to their rota if suitable to the service.
Sexual Orientation	LGBTQI+ identities are associated with poorer health and wellbeing and	The adult Strategic needs assessment - http://www.wdhsc.org.uk/media/2521/sna-aop-june-2022.pdf	Positive and negative impact - included in cross cutting section.

Actions

Issue Description	Action Description	Actioner Name	Due Date
Those receiving shift allowance continue to receive the 10% additional pay and will not be asked to move to a standardized rota.	SMT to review and consider if a time limit should be added of two years to this consideration.	Jacqueline.Carson@west-dunbarton.gov.uk	31-Dec-2024
The aging workforce within Care at Home may not be able to move to the new work pattern.	Each employee for Care at Home will be able to have a discussion with their manager to consider if there is any alteration which can be made to the rota. However, the needs of the service user is a priority. Possible alternative employments may be on the Switch register.	Jacqueline.Carson@west-dunbarton.gov.uk	31-Dec-2024
It is recognised there will be an impact on a primarily female work force who may have caring responsibilities.	Each employee for Care at Home will be able to have a discussion with their manager to consider if there is any	Jacqueline.Carson@west-dunbarton.gov.uk	31-Dec-2024

	<p>alteration which can be made to the rota. However, the needs of the service user is a priority. Possible alternative employments may be on the Switch register.</p>		
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Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.

The service is £2million over spent. These changes are required to ensure there is a continuous internal Care at Home service and to provide the service, service users have requested and are required to have as a registered service and via SDS legislation

Will the impact of the policy be monitored and reported on an ongoing bases?

Assessment of its effectiveness will be monitored via the HSCP Project Management Board and Care at Home project board. Strategically its governance and any issues raised by protected characteristics will be managed via the HSCP Board, Project Management office

Q7 What is your recommendation for this policy?

Introduce

Please provide a meaningful summary of how you have reached the recommendation

Commence implementation of the redesign after JCC has approved the feedback on consultation report. this is the next step of the project plan.