

Impact Needs/Requirement Assessment Completion Form

Department: Adult Social Services	Person Responsible: Alison Elliott Director of ASS
Service Area:	Timescale for Equality Impact Assessment : April 2011 to September 2011
Date: 15 th April 2011	Completion date: 31 st August 2011
Name of service/policy/procedure/project etc: Closure of Knowles House	Is the service/policy/procedure/project etc: New <input checked="" type="checkbox"/> Old <input type="checkbox"/>
Predictive <input checked="" type="checkbox"/> Retrospective <input type="checkbox"/>	Adverse impact <input checked="" type="checkbox"/> Not found <input type="checkbox"/> Found <input type="checkbox"/> Service/policy/procedure/project etc, amended to stop or reduce adverse impact Yes <input type="checkbox"/> No <input type="checkbox"/>
Is there likely to be a differential impact on any group? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Please state below:
1. Grounds of race: Ethnicity, nationality or national origin e.g. people of different ethnic backgrounds including Gypsies and Travellers and Refugees/ Asylum Seekers Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	2. Grounds of gender: Sex, marital status, transgendered people and people with caring responsibilities Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
3. Grounds of disability: Physical or sensory impairment, mental disability or learning disability Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	4. Grounds of faith or belief: Religion/faith including people who do not have a religion Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
5. Grounds of sexual orientation: Lesbian, Gay and bisexual Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	6. Grounds of age: Older people, children and young People Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Consultation conducted Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Person responsible for arranging the review: Nancie Alleyne	Person responsible for publishing results of Equality Impact Assessment: Nancie Alleyne
Person responsible for monitoring: Alison Armstrong	Date results due to be published and where: September 2011 to DMT initially
Signed:	Date: 30 th August 2011

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Please note that you must complete this form if you are undertaking a formal Impact Needs/Requirement Assessment. You may also wish to use this form for guidance to undertake an initial assessment, please indicate.

1. What is the service/policy/procedure/project etc to be assessed?

This is a proposed closure programme involving to Knowles House Older People residential home. The proposed closure programme will require current services provided from Knowles House to be re-provided and the building and land sold for its capital receipt.

2. Briefly describe the aim of the service/policy etc? What needs or duties is it designed to meet? How does it differ from any existing services/ policies etc in this area

The Council has a duty to provide residential accommodation for those in need of care and attention which is not otherwise available under s21 National Assistance Act 1948. Any residential placement must meet the identified needs of the service user and must comply with the quality standards as set by the Care Quality Commission.

The aim of the Project is to improve the accommodation standard of the current residents living in Knowles House, by moving them to an alternative, fit for purpose, older people residential home in the borough and to maximise the capital receipt from the disposal of Knowles House. Based upon current projection and current state of the housing market, the site is expected to achieve approximately £2.5 million. Residents and their relatives, carers and others views will be taking into account about the closure of the services provided at the home and vulnerable adults will continue to receive services if they need them but provided in a different way.

The council provides number of different services from this building. These are:

- specialist residential care for older people with dementia,
- respite for people with dementia to enable carers to continue to provide care at home,
- services for older people who require a short period of rehabilitation or re-enablement. This is to help them regain their confidence and independence to enable them to return home (step down from hospital and/or Accident and Emergencies); and
- short term services for emergency admissions for people with dementia, whilst a longer term support package is put in place.

This EIA focuses on the 12 residents who live permanently at Knowles House and the 6 who use it for respite care. Westbrook is a Day Centre adjoining Knowles House which supports older people with dementia. The closure programme does not include the day centre however; the carers of the users attending the centre have been consulted with to provide information.

Current and future users who access the service through hospital discharge and/or emergency basis will receive the same service but will be placed in an alternative home within the borough where their needs can be met.

Rational for Change

- Knowles House is unsuitable for service users with dementia as corridors do not allow for secure freedom of movement and overall the facility lacks appropriate security. Rooms have no en-suite facility which is one of the requirements to meet CQC standards, and this puts extra pressure on the staffing levels particularly in the mornings and evenings, when residents require support with personal care.
- The second floor is completely dilapidated and no longer used as part of the main care home. Knowles House is not generally suitable for many older people in the borough. It is not able to meet the needs of people who have significant mobility difficulties, and the overall design of the building means that it requires a higher staffing ratio than would otherwise be required to ensure the safety and supervision of the residents. This could potential double the staff ratio as support would be required to assist residents when performing personal care
- Knowles House residential home stopped taking permanent residents on the 15/12/2009. Since then it has been used for temporary admissions, respite, step down admissions from hospitals and/or Accident and Emergencies, and for emergency admissions from the community.

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- Knowles House has reported a regular overspend year on year. The current cost per bed utilised is approximately £1312 per week (based on the average utilisation rate of 20 clients as at end of August 2011). This is significantly higher than alternative provision. This is largely due to the staffing requirements for the building and the fact that we cannot place people with higher level of physical needs in this facility. The usual rate for residential dementia care in the independent sector is £529 per week
- The council is committed to improving the quality of care and to provide services according to changing needs. To improve the condition of the building, to a standard that the council would like, the council will have to spend a significant sum of money.
- As result of the Government's cuts to the amount of money it has to spend on its services, it has no alternative than to consider closure of the building and consider more cost effective ways to provide the services.

The Benefits

- The benefits of the change is that current residents and users of Westbrook Day Centre who require a more cultural specific residential home will be able to have those needs addressed through their assessment and support plans.
- By re-locating the current residents to a residential home which is fit for purpose Adult Social Care (ASC) will be meeting its obligation in relation to the Care Quality Commission Standards in terms of providing the right environment for this vulnerable group of people.
- Adherence to Corporate Health and Safety standards in terms of moving residents to a safer environment
- In re-locating, current residents will have a choice of the home where they would like to move to. ASC will endeavour to relocate residents close to their family members so that they can maintain close contact.
- A number of potential providers are located within the borough. However, alternative arrangements can be made with other boroughs as a request from an existing resident or their family representative.
- Capital receipt of £2.5 million for the Council following the sale of the Knowles House site.

3. Are the aims consistent with the council's Comprehensive Equality Policy?

Yes the aims are consistent. The Council policy highlights the following:-

Brent Council is committed to ensuring that the services we provide are relevant to the needs of all sections of the community and that our workforce represents the people we serve. We aim to ensure that our services meet the varied individual needs and expectations of local people and that everyone has equal access to services, regardless of their race, heritage, gender, religious or non-religious belief, nationality, family background, age, disability or sexuality

By re-providing services to this vulnerable group of residents the council will be promoting greater personal choice and well-being. Families, carers and advocates will be involved within the consultation and the assessment and support planning process and this will help to ensure that all residents and respite care needs are taking into consideration.

Residents and other stakeholders will be informed of the outcome of the Council's Executive decision and its implication and impact. This in line with the Council's policy.

4. Is there any evidence to suggest that this could affect some groups of people? Is there an adverse impact around race/gender/disability/faith/sexual orientation/health etc? What are the reasons for this adverse impact?

There is evidence to suggest that there will be an adverse affect in terms of gender, health and disability Knowles House permanent residents consist of 11 females and one male. This is representative of the growing older population within Brent and the UK as a whole demonstrated below:

Age	Brent Population by Gender and Age 2011			Brent Population by Gender and Age 2026		
	Male	Female	Total	Male	Female	Total
65 - 69	4,356	5,093	9,449	5,599	6,680	12,279
70 - 74	4,006	4,677	8,683	4,476	5,315	9,791
75 - 79	3,534	3,957	7,491	3,754	4,750	8,505
80 - 84	2,238	3,066	5,304	2,745	3,809	6,553
85 - 89	1,130	2,107	3,237	2,077	3,069	5,146

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90 +

617

1,629

2,247

1,938

3,731

5,670

Source GLA population estimates

The proposed closure programme is focus on addressing people's individual needs specifically. An example of this is as an outcome of the consultation where an Asian family member requested a more culturally appropriate home for their mother currently residing within Knowles House. This request can now be taken into consideration at the point of the assessment and support planning process.

There are however, some other barriers that will need to be specifically addressed in the transition through reassessment, support planning and strategic commissioning. Below are a selection of the issues that were raised during the consultation:

- Some families felt that the move of their relative from Knowles House will have a negative impact on their health.
- A relative stated that the move to any new residential home for their relative will need to be timely managed. It was felt that with some residents the pace of change could cause anxiety and impact on their overall well-being.
- At a consultation meeting one family member in particular felt that in the Council stating that they wanted what was best for residents, what they considered to be best was for their relative to remain at Knowles House and that option should be available to them.
- Equity, standards and value was brought up as an issue by some residents who were concerned that they could be provided with lower standard of care or a higher cost in any new residential placement.
- Concerns about where residents would be moved to were also expressed.

These issues need to be tackled at a number of levels:

- Assessment and support planning will need to take into consideration the vulnerability and frailty of the residents of Knowles House and the individual impact this would have on them. Any risk associated with a move to another residential home will need to be carefully assessed and effectively planned and managed in collaborative with the resident's, family members and/or advocate. Independent mental capacity assessment (IMCA) services will also be involved for those users who do not have anyone to support them, and may not fully understand the proposed closure programme.
- Knowles House in its current form does not to meet the Care Quality Commission and Health and Safety Standards and will be unable to do so without sizable investment to bring it up to standard is secured. This is unlikely to happen given the reduction made to the overall Council's budget. Ensuring residents are in an environment that is comfortable, safe and meets their expectation in terms of appropriate accommodation and high standards of the care and support is essential to the success of this closure programme. In moving residents every effort will be made to ensure that the Council works effectively with families, advocates and residents to establish and agree on a suitable alternative home. Any new placement agreed will be monitored, evaluated and reviewed.
- Social care management and Commissioning will identify suitable local residential solutions and work with those providers to ensure Knowles House residents and respite users are supported and made to feel safe and cared for as they had been at Knowles House.
- It is expected that as part of the individual reassessment and support planning process different people will have different concerns that will need to be addressed in different ways. Person centred planning will ensure that individuals' specific concerns are addressed and the right solution is found for that person which will include a range of suitable elderly care options.
- All residents and their families will be provided with a list of potential homes and will be able to visit or spend time in the new home before any decision is made.

The impact and affect on the protected characteristics

Age – The proposed closure programme will affect adults who reside at Knowles House, age 70 and above, some with dementia needs some with support for living needs and some with both needs. Moving older people to a new environment could potentially have an adverse impact on their health, however, recent experience of similar closures outside the local authority's control has ensured that staff have taken every precaution to minimise any risk. In particular the proposed closure programme will address the needs of older people through care management and commissioning arrangements and will identify the support and services that an increasingly growing ageing population will require and plan accordingly.

Disability – There are no residents or respite users registered as disable at Knowles House, but most residence would be considered as disabled as four residents are wheelchair users and 6 residents have mobility problems and either use a Zimmer frame or a walking stick. All residents who have mobility problems are female and are from the upper age range within the age protected characteristic group. In placing residents in an alternative home consideration will be given to appropriate width of corridors and overall ease of movement for wheelchair users as

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well as the new homes ability to support additional users who have mobility problems.

Gender reassignment – This Information has not been previously recorded and there are no known cases within Knowles House. With the implementation of the Customer Journey project in April 2011 the new assessment process, the Adult Contact Form and the SSA Screening form the Gender reassignment needs and requirement of older people will now be captured and used in decision making and forward planning for older people age 65+ (see Performance Framework Q4).

Gender- The proposed closure programme impacts more so on women than on men. At Knowles House 11 out of the 12 permanent residents are females and within the respite cohort of residents 4 out of the 6 are females. This is because women tend to live longer than men represented in Brent's and national profile (see charts above and below for more information).

Race - The impact the proposed closure programme has on religion and belief was demonstrated by the comments made by an Asian family member at one of the consultation meetings who suggested that it would be preferable for them if their mother were placed in a more cultural appropriate home and demonstrates the positive impact this proposal will have in terms of the public sector Equality Duty as this request will be addressed through the assessment and support planning process. There are a number of white Irish residents who live at Knowles House however to date they have not expressed a desire to live in home more culturally connected to their background. If this issue is brought up as part of the assessment and support planning process every effort will be made to either find an appropriate home or alternatively to move that group to one home where they can all be together

Religion or belief – No comments or issues were raised by residents or relatives in relation to religion or belief. However, this area will be measured at the point where residents are being assessed and will be addressed, catered and recorded for appropriately

Sexual Orientation – It is not possible to conclude whether or not the closure programme negatively impacts on sexual orientation. Information is not currently collected about sexual orientation within the home but will be collected and recorded as part of the Customer Journey to future services.

Marriage and Civil Partnership – No Impact

Pregnancy and Maternity – No Impact

Service Users Profile Permanent Residents Age

Gender	Ethnic Origin	No	Age Range	66-75	76-85	86-95	96-100
F	Irish	3	Male		1		
M	Irish	1					
F	White UK	5	Female	2	6	2	1
F	Asian	1					
F	Spanish	1					
F	African-Caribbean	1					

Service Users Profile Respite t Residents Age

Gender	Ethnic Origin	No	Age Range	66-75	76-85	86-95	96-100
F	Irish	1	Male		1		
F	White UK	3	Female	2		3	
M	White UK	1					
M	African-Caribbean	1					

It is not believed that the proposal will have any adverse impact on the equality of opportunities afforded to those from the protected characteristic, rather this proposal is likely to have a positive impact as careful care planning will ensure that all those affected are given a full range of options which, in many cases, will enhance their opportunities within the community. It will also eliminate the current disadvantage suffered by those affected by this policy as their current placement does not meet the CQC standards expected.

5. Please describe the evidence you have used to make your judgement. What existing data for example (qualitative or quantitative) have you used to form your judgement? Please supply us with the evidence you used

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to make you judgement separate ely (by race, gender and disability etc).

The evidence used to inform our judgements are the qualitative information from the consultation meetings, the one to one discussion held with residents and feedback from advocates and family members. Quantitative information has also been used in terms of the Brent's older people current and projected population and UK wide information. Source of information is from GLA Population Projection produced in January 2011.

The evidence, based on information from the consultation, suggests a range of issues need to be addressed:

- Many residents have said that they do not want change and want the Council to invest to make the building safe and meet the required standards by the Care Quality Commission and Health and Safety. One male resident however did suggest that it was time for the home to close and for residents to move on to something more modern with en-suite facilities.
- A family member from the Asian community would prefer a more cultural specific environment for their relative. This was because of their desire for their mother to practice her faith together with other people from her own community. In addition, it is found that with some older people suffering from dementia as they age they tend to revert back to their mother tongue.
- Some relatives requested that care workers in any new home needed to reflect the racial and cultural diversity of the residents within Knowles House. As the older BME population grows this issues will need to be addressed (see data below)
- There maybe fierce competition for new homes given the recent announcement of demise of all the homes operated by Southern Cross
- A group of female residents said what was important for them was to remain with their friends

The closure programme is being set up to ensure that there are close links between assessment, support planning and strategic commissioning. In this way additional gaps or any adverse impacts can be addressed in a systematic way.

The Council's current Capital programme does not have the financial capacity to invest in Knowles House, however, by re-providing the care and accommodation needs ASC will ensure that the current residents benefit from living in an modern environment where care support is provided to the highest of standards and that the residents and their family are completely satisfied with the new placement and its location. ASC already has good relationships with a number of providers and can confidently find suitable alternatives despite the current market conditions.

Consideration will be given to the staffing compliment of any potential new home to reflect adequate staff numbers, and appropriate racial, and gender mix to ensure the home complement that which currently exist at Knowles House. Discussion have already been held with a number of external providers to facilitate this Information will be collated from the comprehensive reassessment process of all residents which is fundamental to the implementation of any change. As part of the Customer Journey project performance data on current and future client's, within the client record system FWi, will facilitate information that can be used to measure, monitor and review the outcomes of individual residential care and respite users new placement. The information will also be used to plan futures services around residential, nursing and extra care accommodation commissioned by the Council.

Brent Growing BAME community source JSNA 2011



Brent population
data 2011 (2).pptx

6. Are there any unmet needs/requirements that can be identified that affect specific groups? (Please refer to provisions of the Disability Discrimination Act and the regulations on sexual orientation and faith, Age regulations/legislation if applicable)

The aim of this proposed closure programme is to meet the assessed needs of the people who reside at Knowles House or those who use Knowles House for respite or emergency placement, provided those people meet the Council's eligibility criteria for provision under s21 National Assistance Act 1948. Currently the council applies the eligibility criteria of Critical and Substantial Needs.

Guidance in relation to the provision of adult social care requires that consideration is given to specific needs, including cultural and diversity issues and these factors will be taking into account to ensure any adverse impact is eradicated. Again, the reassessment and support planning process will identify more of these unmet needs and requirements and the process will be designed to record and address these issues wherever possible.

7. Have you consulted externally as part of your assessment? Who have you consulted with? What methods did

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you use? What have you done with the results i.e. how do you intend to use the information gathered as part of the consultation?

There has been a comprehensive consultation process. The proposed change programme and its impact to residents have been explained through a series of consultation meetings and one to one interviews with residents supported by their advocate or family member. ASC officers set aside approximately 2 hours at each consultation meetings to hear the views of the proposed change programme from all interested parties. These included: a wide range of Providers and Residents Support Groups, stakeholders such as the NHS, the Knowles House and Westbrook staff group, current residents and respite users and their relatives.

After a presentation of the proposed change programme by the Interim Director for Direct Services. The consultation took the form of a question and answering session. A leaflet with the key messages of the proposed change programme in Plain English was available at the meeting.

Questions and responses were captured by a palentypist. In addition to Knowles House staff an advocates were present to assist residents expressing their views. Facilities such as Translators and British Sign Language (BSL) signers were also available but were not requested by residents or family members. At the end of the session, the Interim Head of the Direct Services summarised the next steps and stated that a record of the meeting would be made available at the next meeting and on the Council's web-site.

The above consultation commenced in May 2011 with staff with a second meeting held in the same month to take account of the night staff and any day time staff who were not able to attend the first scheduled meeting

For residents, relatives, respite users, Westbrook Day Centre and all other stakeholders' consultation meetings were arranged in June and again repeated in July. ASC then set up an individual one to one consultation event with residents in August to establish if there was any additional impact that did not come out of the open consultation meetings.

Individual advocacy support was provided in July for resident who had no family or alternative support. A mental capacity assessment was also provided to residents who ASC consider may have needed additional support to clearly understand the implication of the proposed closure programme.

All the consultation events, 11 in total, have been recorded using a note taker or a palentypist which provided a complete typed verbatim record of what had been discussed.

The above information has been collected and a report has been produced for each round of consultation held in May, June, July and August 2011. Copies of the reports have been provided to carers and staff and all reports have been placed on the council's website

The information from the consultation meetings was used to inform this report which will be published on the Council's website from 30.08.11

8. Have you published the results of the consultation, if so where?

A report from each of the consultation meeting is on the Council's web-site. In addition to this a Fact Sheet and the dates of the consultation meetings are also available on the Council web-site. A consolidate report will be made available prior to any Executive decision.

The following attachments represent the palentypist report from all meetings held with residents, respite users and their relatives and Westbrook Carers.



Palentypist report
Knowles House users



Palentypist report
respite users



Palentypist report
14th JUservice users



Palentypist report
and rel



Knowles House



Individual

Westbrook carers 16tv0.4Plainenglish1104:consultation with resi



Consultation report
wave 1 Direct Service



Consultation report
wave 2 Direct Service



Consolidated reports
(2).ppt

9. Is there a public concern (in the media etc) that this function or policy is being operated in a discriminatory manner?

The public concern to date has been the concerns expressed by residents and their families on the closure of the home and a genuine concern for where current residents will be moved to and how their needs will be met in the future. These concerns are not related to the proposed closure programme being discriminatory, and they have

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been set out and addressed within the Consultation and the Executive reports.

The person centred planning approach which underpins these proposed changes should ensure that support and services meet people's individual needs in the future. The care management team will work with individual residents and their family members to ensure they receive the right services and accommodation to support their needs. The closure programme is about providing choice of accommodation needs and support to the end user taking into consideration the comments, issues and requests of all the people who care for them.

10. If in your judgement, the proposed service/policy etc does have an adverse impact, can that impact be justified? You need to think about whether the proposed service/policy etc will have a positive or negative effect on the promotion of equality of opportunity, if it will help eliminate discrimination in any way, or encourage or hinder community relations.

The proposed closure programme will impact positively on older white women in the main, some with mobility problems. It can be justified because the women affected by the change programme will secure improved accommodation at a home chosen by themselves with people they want to be with. They will benefit from en-suite a facility which is an important move away from shared bathroom facilities at Knowles House. The accommodation standards within the new home will meet the required expectation to support users who have mobility problems and this will support the Council to meet its duty of Care and Health & Safety standards.

As expressed within the consultation process residents who have said they want to be with the friends they have made at Knowles House will be catered for as part of the assessment and support planning process and will be move together should they wish that to happen.

It is ASC intention to ensure residents and their relative are keep inform of the process and progress of the closure programme. A Direct Services Newsletter has been produced and will now include information related to the proposed closure of Knowles House and the re-provided services for current residents. The newsletter will be distributed every quarter.

There is an Issue and Risk Logs which is maintained on a weekly basis and consists usually of operational and service development concerns. Maintaining and providing the right standard of care to this vulnerable group will be appropriately managed and tracked through the logs and decisions for mitigations agreed through the Direct Services Strategic Board and/or DMT. It is also ASC intention to work closely with residents and families to minimise any negative impact of the closure programme.

11. If the impact cannot be justified, how do you intend to deal with it?

There are limited solutions for ensuring that the Council maintains its statutory obligation in terms of providing high quality services to vulnerable people in the community. The Council cannot continue to keep the residents of Knowles house in a building which is not fit for purpose. This could have an adverse impact on the health and well-being and neglects the Council duty of care. The solutions are narrow down to either move the residents to a suitable alternative home or find the capital sums to invest in the Knowles House, but given the substantial works that this would require the residents would have to be decanted whilst building works were undertaken, therefore necessitating a move in any case..

12. What can be done to improve access to/take up of services?

The closure programme is about re-providing current services from Knowles House residential home. Maintaining high standards and effective communication with residents and their relatives will be key to the success of the closure programme. The closure programme is not about increasing up take but more about improvement to the way accommodation needs are provided taking on board the expressed choice from current and future residents who will need that type of service. It is about re-providing the current services at Knowles House in a different way to bring about improve quality, efficiency and choice and control for one of the most vulnerable group of people within our community.

The take up of the services available still depends on a person's eligibility for services according to the eligibility criteria but it is the aim of the closure programme to bring about improved accommodation and overall well-being for people who have assessed accommodation and care needs with the borough.

13. What is the justification for taking these measures?

The justification for this is to ensure ASC adhered to its statutory obligation by supporting assessed

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accommodation needs, and meeting those needs and facilitating choice and control to enable older people to exercise their right as citizens.

14. Please provide us with separate evidence of how you intend to monitor in the future. Please give the name of the person who will be responsible for this on the front page.

The assessment and support planning process will set a clear baseline against key indicators: which will include the 9 protected characteristics. In addition, the following information will be collected and used for future planning purposes

- % of users accessing culturally specific services
- % increase in dementia services
- % increase in women only service
- Improvement to quality of resident overall well-being
- Satisfaction rate of residents and their family members

The above will be monitored on a monthly basis and will support an action plan of for future service development.

Regular Reports to the Pensioner Forum will be produced as well as to the disabilities forums of Brent

The attached Performance Framework links directly in to reports in the customer database FWi from which can extracted individual data on current and future residents including data that covers all 6 areas of possible discrimination



Performance
framework the Custoi

The Head of Commission and Service Development will then be responsible for ensuring that where possible services and support is identified and developed to meet unmet needs.

15. What are your recommendations based on the conclusions and comments of this assessment?

Although the closure programme impact more so on older women the current standard of accommodation provided at Knowles is not suitable to their needs and remaining in the home could have a negative impact on their well-being. By closing the home and moving current residents to more suitable and modern facilities that meets their assessed need could bring health benefits and lifestyle benefits because of the improved new home environment and therefore more likely to achieve the aims set out in the Public Sector Duties as included in the Equality Act 2010..

The recommendation is therefore to implement Option 4 of the report presented to the Executive in September 2011 putting forward the case for closure and the re-provision of services for residents

Should you:

1. Take any immediate action?

This will be done after the Executive decision in September and would involve feed back to residents and their relatives of the implications of the Executive decision and how it will affect them. It would provide clear information about the next steps.

2. Develop equality objectives and targets based on the conclusions?

This will be done as part of the performance setting and monitoring arrangements of the Direct Services operations.

3. Carry out further research?

This will be done at the point when residents are being assessed and/or being moved dependant on the Executive decision in September

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16. If equality objectives and targets need to be developed, please list them here.

Data can be collected from all 9 protected characteristic areas and through the Performance Framework as part of the customer's journey. An analysis of this data both in terms of input numbers and outcomes will enable ASC to assess whether the service is impacting disproportionately on any of those 9 protected characteristic groups.

17. What will your resource allocation for action comprise of?

- The Head of Service Re-ablement and Safeguarding will be responsible for ensuring accurate data input related to assessed residents
- The Interim Head of Direct Service will have responsibility for acting on performance issues and planning
- The Head of Commissioning and Service Development will have the responsibility for strategic commissioning of new services to support clients who require residential care
- Learning and Organisational Development will provide the resource to develop staff skills where needed

If you need more space for any of your answers please continue on a separate sheet

Signed by the manager undertaking the assessment:

Full name (in capitals please): NANCIE ALLEYNE

Date: 12TH August 2011

Service Area and position in the council: Adult Social Care Special Project Manager

Details of others involved in the assessment -

Once you have completed this form, please take a copy and send it to: **The Corporate Diversity Team, Room 5 Brent Town Hall, Forty Lane, Wembley, Middlesex HA9 9HD**

An online version of this form is available on the Corporate Diversity Team website.