

## Equality Impact Assessment (EIA) (Service Users)

### Document control

<b>Title of activity:</b>	<i>Decommissioning of the Community Meals Service</i>
<b>Type of activity:</b>	<i>The activity is the decommissioning of the Council's community meals service following an in depth review and options appraisal of the future viability of the service.</i>
<b>Lead officer:</b>	<i>Darren Marshall, Project Manager, Catering Services, Learning &amp; Achievement</i>
<b>Approved by:</b>	<i>Mary Pattinson, Assistant Director – Learning &amp; Achievement</i>
<b>Date completed:</b>	<i>10<sup>th</sup> December 2015</i>
<b>Scheduled date for review:</b>	<i>This EIA will be reviewed at the end Jan 2016 following the Cabinet decision and prior to launching the staff consultation process.</i>

The Corporate Policy & Diversity team requires **5 working days** to provide advice on EIAs.

<b>Did you seek advice from the Corporate Policy &amp; Diversity team?</b>	Yes
<b>Does the EIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?</b>	No

# 1. Equality Impact Assessment Checklist

1	<b>Title of activity</b>	<i>Decommissioning of the Council's Community Meals Service</i>
2	<b>Type of activity</b>	<i>Following a comprehensive review of the service, the proposal is to decommission the community meals service and signpost and support current users of the service to alternative provision in the marketplace.</i>
3	<b>Scope of activity</b>	<p><i>The decommissioning process will involve several stages and work-streams involving more than one service within the Council as follows:</i></p> <ol style="list-style-type: none"> <li><i>1. Catering Services in conjunction with HR will implement the Council's Organisational Change &amp; Redundancy Policy as the HR framework for all activities and processes around formal consultation with affected staff.</i></li> <li><i>2. Catering services to investigate the viability of any suitable proposals from affected staff and Trade Union representatives during the 45 day consultation process.</i></li> <li><i>3. Catering Services in conjunction with Adult Social Care and the Corporate Communications Team will develop a comprehensive communication plan to manage the communications will all recognised stakeholders and implement the plan during the decommissioning period.</i></li> <li><i>4. Catering Services in conjunction with Adult Social Care will develop a decommissioning plan to manage the day to day activity required to close down the service ensuring no gaps in care are experienced by vulnerable service users.</i></li> <li><i>5. Catering Services in conjunction with Adult Social Care to produce a range of comms material to help signpost service users the most suitable alternative meal provision i.e. leaflets, website.</i></li> <li><i>6. Adult Social Care to establish a telephone support desk and email to support existing and new users to find alternative meal provision during the decommissioning period.</i></li> <li><i>7. Adult Social Care to make contact with all service users identified as requiring support during the review to manage the transition to the most suitable alternative provision.</i></li> <li><i>8. Catering services (in conjunction with asset management) to decommission supplier contracts (food products and vans) and close down Bradley House.</i></li> </ol>

		<p><i>The aim of the decommissioning process is to ensure that:</i></p> <ul style="list-style-type: none"> <li>• <i>All community meals staff are adequately supported through the organisation change and redundancy process.</i></li> <li>• <i>All service users are adequately support through the changes to their meal provision and that no service user is put at risk by the changes to the service.</i></li> <li>• <i>Adequate communication with all affected stakeholders takes place throughout the decommissioning process.</i></li> </ul>
4a	<b>Is the activity new or changing?</b>	<p><i>This is a new activity which will impact a number of individuals and groups both inside and outside the Council.</i></p>
4b	<b>Is the activity likely to have an impact on individuals or groups?</b>	
5	<b>If you answered yes:</b>	<i>Please complete the EIA on the next page.</i>
6	<b>If you answered no:</b>	N/A

<b>Completed by:</b>	<i>Darren Marshall, Project Manager, Catering Services, Learning &amp; Achievement</i>
<b>Date:</b>	<i>10<sup>th</sup> December 2015</i>

## 2. Equality Impact Assessment

### Background/context:

*Havering Catering Services (HCS) operate an in-house community service for residents of Havering and Barking and Dagenham. The service has seen a decline in service users and made increasing financial losses since 2012-13 which have been subsidised by the Council.*

*As part of the Council's cost reduction exercise, the service had an MTFs target of £100k to be achieved in 2015/16. This removed the subsidy for meals and meant that sufficient costs savings had to be found in the service to operate at full cost recovery. This prompted the need to undertake a full review of the service which has included the following activities:*

- A consultation exercise to gather feedback on the service from current community meals customers.*
- A briefing meeting and other communications with staff and trade unions to seek input and ideas for improving income and/or cost saving measures.*
- A marketing impact assessment to identify and assess effectiveness of bringing on board new customers.*
- An options analysis to explore other potential operating models for the service.*

*The service review was unable to identify alternative ways of delivering a sustainable community meals service which could operate at full cost recovery for at least five years or more.*

*The recommendation of officers conducting the review was therefore to decommission the service and signpost and support service users to alternative means of obtaining a meal.*

*The Council does not have a statutory obligation to fund any meals related costs, other than those costs related to the provision of support to people who meet the national eligibility criteria for adults with care and support needs under the Care Act 2014, to help them access and consume meals.*

*Expand box as required*

<b>Age:</b> Consider the full range of age groups	
<i>Please tick (✓) the relevant box:</i>	
<b>Positive</b>	
<b>Neutral</b>	
<b>Negative</b>	<b>x</b>
<b>Overall impact:</b> <i>The community meals service is targeted towards those in society who need help to access and/or consume a hot meal. Elderly residents are the majority users of this service and are therefore impacted by the proposed changes. Elderly service users are likely to be concerned about the changes and maybe unsure of the signposting process.</i>	
<i>*Expand box as required</i>	
<b>Evidence:</b>  <i>81% of the total service users are aged over 65.</i>	
<i>*Expand box as required</i>	
<b>Sources used:</b>  <i>Catering Services Customer Database  Adult Social Care AIS Database</i>	
<i>*Expand box as required</i>	

<b>Disability:</b> Consider the full range of disabilities; including physical mental, sensory and progressive conditions	
<i>Please tick (✓) the relevant box:</i>	
<b>Positive</b>	
<b>Neutral</b>	
<b>Negative</b>	<b>x</b>
<b>Overall impact:</b> <i>The majority of service users have a registered disability/ies which can commonly include dementia, sensory conditions and frailty. Some service users will be incapable of understanding or managing a change of meal provider. Some disabilities will mean that some service users will require support to consume a meal.</i>	
<i>*Expand box as required</i>	
<b>Evidence:</b>  <i>73% of service users have either single or multiple disabilities (remaining 27% unstated).</i>	
<i>*Expand box as required</i>	
<b>Sources used:</b>  <i>Adult Social Care AIS Database</i>	
<i>*Expand box as required</i>	

<b>Sex/gender:</b> Consider both men and women	
<i>Please tick (✓) the relevant box:</i>	
<b>Positive</b>	
<b>Neutral</b>	
<b>Negative</b>	<b>x</b>
<p><b>Overall impact:</b>  <i>The Meals on Wheels review is likely to have a disproportionate impact on female service users as they are over-represented (65%) in the current service user pool.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p><b>Evidence:</b></p> <p><i>The Meals on Wheels customer database contains details of title (Mr, Mrs, Miss or Ms) which has been used to identify the gender profile as 35% Male and 65% Female.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p><b>Sources used:</b></p> <p><i>Catering Services Customer Database            Adult Social Care AIS Database</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	

<b>Ethnicity/race:</b> Consider the impact on different ethnic groups and nationalities	
<i>Please tick (✓) the relevant box:</i>	
<b>Positive</b>	
<b>Neutral</b>	
<b>Negative</b>	<b>x</b>
<p><b>Overall impact:</b>  <i>The BME group is under-represented in this service as the majority of users where stated are White British. BME users who may not have English as a first language may have difficulties understanding communications around the changes and the signposting literature. Also signposting must be cognisant of the needs of the BME society particularly in the requirement for ethnic food choices.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p><b>Evidence:</b></p> <p><i>A minority of services users(4.1%) in Havering have declared a BME category</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p><b>Sources used:</b></p> <p><i>Adult Social Care AIS Database</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	

<b>Religion/faith:</b> Consider people from different religions or beliefs including those with no religion or belief	
<i>Please tick (✓) the relevant box:</i>	
<b>Positive</b>	
<b>Neutral</b>	
<b>Negative</b>	<b>x</b>
<b>Overall impact:</b> <i>A small number of service users have declared a religion (Hindu &amp; Jewish) which may have a bearing on food choices. Signposting will need to be aware of these needs and include providers who cater for a range of cultural food requirements.</i>	
<i>*Expand box as required</i>	
<b>Evidence:</b>  <i>0.4% of service users are Hindu; 0.7% are Jewish.</i>	
<i>*Expand box as required</i>	
<b>Sources used:</b>  <i>Adult Social Care AIS Database</i>	
<i>*Expand box as required</i>	

<b>Sexual orientation:</b> Consider people who are heterosexual, lesbian, gay or bisexual	
<i>Please tick (✓) the relevant box:</i>	
<b>Positive</b>	
<b>Neutral</b>	<b>x</b>
<b>Negative</b>	
<b>Overall impact:</b> <i>There is no available data on this protected characteristic but it is anticipated that the impact from the proposals will be neutral.</i>	
<i>*Expand box as required</i>	
<b>Evidence:</b>  <i>There is no data available to identify the sexual orientation of community meals service users.</i>	
<i>*Expand box as required</i>	
<b>Sources used:</b>  <i>Catering Services Customer Database  Adult Social Care AID Database</i>	
<i>*Expand box as required</i>	

<b>Gender reassignment:</b> Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth	
Please tick (✓) the relevant box:	
<b>Positive</b>	
<b>Neutral</b>	<b>x</b>
<b>Negative</b>	
<b>Overall impact:</b> <i>There is no available data on this protected characteristic but it is anticipated that the impact from the proposals will be neutral.</i>	
<i>*Expand box as required</i>	
<b>Evidence:</b>  <i>There is no data available to identify service users who are seeking, undergoing or have received gender reassignment surgery.</i>	
<i>*Expand box as required</i>	
<b>Sources used:</b>  <i>Catering Services Customer Database            Adult Social Care AID Database</i>	
<i>*Expand box as required</i>	

<b>Marriage/civil partnership:</b> Consider people in a marriage or civil partnership	
Please tick (✓) the relevant box:	
<b>Positive</b>	
<b>Neutral</b>	<b>x</b>
<b>Negative</b>	
<b>Overall impact:</b> <i>No impacts identified for this category.</i>	
<i>*Expand box as required</i>	
<b>Evidence:</b>  <i>15.4% of service users are married. There is no data on service users who are in a civil partnership.</i>	
<i>*Expand box as required</i>	
<b>Sources used:</b>  <i>Adult Social Care AIS Database</i>	
<i>*Expand box as required</i>	



<b>Pregnancy, maternity and paternity:</b> Consider those who are pregnant and those who are undertaking maternity or paternity leave	
<i>Please tick (✓) the relevant box:</i>	
<b>Positive</b>	
<b>Neutral</b>	<b>x</b>
<b>Negative</b>	
<b>Overall impact:</b> <i>There is no available data on this protected characteristic but it is anticipated that the impact from the proposals will be neutral.</i>	
<i>*Expand box as required</i>	
<b>Evidence:</b>  <i>There is no data available to identify the pregnancy status of community meals service users.</i>	
<i>*Expand box as required</i>	
<b>Sources used:</b>  <i>Adult Social Care AIS Database</i>	
<i>*Expand box as required</i>	

<b>Socio-economic status:</b> Consider those who are from low income or financially excluded backgrounds	
<i>Please tick (✓) the relevant box:</i>	
<b>Positive</b>	
<b>Neutral</b>	<b>x</b>
<b>Negative</b>	
<b>Overall impact:</b> <i>There is no available data on this protected characteristic but it is anticipated that the impact from the proposals will be neutral.</i>	
<i>*Expand box as required</i>	
<b>Evidence:</b>  <i>There is no data available to identify the socio-economic status of community meals service users.</i>	
<i>*Expand box as required</i>	
<b>Sources used:</b>  <i>Adult Social Care AIS Database</i>	
<i>*Expand box as required</i>	

## Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment.

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Age	Elderly service users are likely to be concerned about the changes and maybe unsure of the signposting process.	Comms planning will take full account of how to communicate and reassure service users through the changes.  A dedicated telephone helpdesk will be set-up within Adult Social care for users to raise concerns.	A detailed comms plan has been drafted to identify the correspondence to be sent to service users.  All service users to be contacted by Adult Social Care to ensure they are able to identify a suitable alternative provider.	Prior to closure of the service. Exact timescale to be confirmed following implementation planning.	Dennis Brewin
Age		Adult Social Care team will contact all vulnerable service users to fully assess their needs and support them to a suitable alternative meal provider to ensure no gaps in care.	All service users identified during the service review as needing support are contacted and supported to have the right support in place.  Progress to be monitored in a weekly catch up meeting to review implementation progress.	Prior to closure of the service. Exact timescale to be confirmed following implementation planning.	Daphne Edwards (tbc)

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Disability	Some service users will be incapable of understanding or managing a change of meal provider. Some disabilities will mean that some service users will require support to consume a meal.	Adult Social Care team will contact all vulnerable service users to fully assess their needs and support them to a suitable alternative meal provider to ensure no gaps in care.	All service users identified during the service review as needing support are contacted and supported to have the right support in place.  Progress to be monitored in a weekly catch up meeting to review implementation progress.	Prior to closure of the service. Exact timescale to be confirmed following implementation planning.	Daphne Edwards (tbc)
Ethnicity/Race	Process needs to be cognisant of the requirement for ethnic food choices.	Signposting to include suppliers that can offer a wide range of food choices to take into account specific religious and cultural needs and dietary requirements.	Catering identify a range of suppliers who can offer a diverse range of foods to meet the cultural/religious profile of residents in Havering.	Immediately following staff consultation.	Dennis Brewin.
Religion/Faith	Process needs to be cognisant of the requirement for religious food choices.	Signposting to include suppliers that can offer a wide range of food choices to take into account specific religious and cultural needs and dietary requirements.	Catering identify a range of suppliers who can offer a diverse range of foods to meet the cultural/religious profile of residents in Havering.	Immediately following staff consultation.	Dennis Brewin.

\* You should include details of any future consultations you will undertake to mitigate negative impacts

\*\* Monitoring: You should state how the negative impact will be monitored; how regularly it will be monitored; and who will be monitoring it (if this is different from the lead officer).

## **Review**

This is a pre-emptive EIA document whereby impacts only come into effect if Cabinet support the recommendations to decommission the community meals service and if the consultation process fails to identify an alternative future for the service.

This EIA will therefore be reviewed with the relevant officers following a Cabinet decision to decommission the community meals service and will be used as an integral part of the implementation planning process to ensure all actions are assigned and managed.