



Section 4

Equality Analysis Toolkit

**Reduce the number of Admissions to
Residential care – ASC Community**
For Decision Making Items

November 2018

Question 1 - What is the nature of and are the key components of the proposal being presented?

To develop a strategy to reduce the number of admissions to residential care by Adult Social Care Community Teams. This will include -

A county residential forum which will add the necessary rigour and evidence around :-

- Decision making – evidencing that the following options have been explored and that clear evidence is demonstrated within the assessment -Divert to step up beds / intermediate care, Extra care, supported living, Night time support, Shared Lives, Respite have been utilised.
- Considered equipment needs / telecare and use of Occupational Therapists to explore alternatives that enable an individual's social care needs to be met outside of Residential care.
- Identified unmet need
- A clear feedback process to inform commissioning.

It will also Improve practice and accuracy of recording and reporting.

Interface with Commissioning where unmet need is identified and to commission new services that provide an alternative to long term residential care.

Setting a baseline and performance targets which would bring Lancashire in line with our comparative Authorities. These will then be used to monitor and report performance. To achieve target this would require a reduction of 125 people across county admitted to Permanent Residential care (average of 12 per month across County) each year for the next two years.

To identify Authorities to benchmark against and look at best practice in high performing Authorities.

Question 2 - Scope of the Proposal

Is the proposal likely to affect people across the county in a similar way or are specific areas likely to be affected – e.g. are a set number of branches/sites to be affected?

The strategy would be implemented across county with targets that reflect current activity within local areas. It is envisaged that the learning from the case audits and intelligence gathered from the forums will be used to inform commissioning of services that are currently lacking in certain areas resulting in admissions to residential care. This would have a positive impact on those areas.

Question 3 – Protected Characteristics Potentially Affected

Could the proposal have a particular impact on any group of individuals sharing protected characteristics under the Equality Act 2010, namely:

- Age
- Disability including Deaf people
- Gender reassignment
- Pregnancy and maternity
- Race/ethnicity/nationality
- Religion or belief
- Sex/gender
- Sexual orientation
- Marriage or Civil Partnership Status

And what information is available about these groups in the County's population or as service users/customers?

The proposal aims at reducing the number of Adults (18+) admitted to Permanent Residential care where there are, or in future could be alternatives available within the community. It is not aimed at any specific group of individuals.

Question 4 – Engagement/Consultation

How have people/groups been involved in or engaged with in developing this proposal?

Cases will be reviewed on an individual basis.

This will include practitioners exploring all available options for the provision of care to meet customer's unmet needs as part of the comprehensive and robust assessment process.

This process puts the person at the centre of discussions to understand their needs and outcomes, this process also engages fully with customers and their families/representatives throughout.

During this process practitioners will set the context and raise awareness with customers, families and third parties of the county council's approach for the management of admissions to residential care. This will align with the county council's agreed vision for the care, support and wellbeing for the support of Adults in Lancashire a fundamental of which is that we will be clear with customers and providers about what type of care we want for the future.

Question 5 – Analysing Impact

Could this proposal potentially disadvantage particular groups sharing protected characteristics and if so which groups and in what way? This pays particular attention to the general aims of the Public Sector Equality Duty:

- To eliminate unlawful discrimination, harassment or victimisation because of protected characteristics;
- To advance equality of opportunity for those who share protected characteristics;
- To encourage people who share a relevant protected characteristic to participate in public life;

- To contribute to fostering good relations between those who share a relevant protected characteristic and those who do not/community cohesion;

As 3 - The proposal aims at reducing the number of Adults (18+) admitted to Permanent Residential care where there are, or in future could be alternatives available within the community. It is not aimed at any specific group of individuals.

Question 6 –Combined/Cumulative Effect

Could the effects of this proposal combine with other factors or decisions taken at local or national level to exacerbate the impact on any groups?

Increased demand and lack of alternative resource within the community to meet social care need outside of residential care.
Increased spend on domiciliary care and unclear message to staff around the Reasonable offer, which is the budget generated during the assessment process.

Challenge from service users and their families who believe Residential care is the best option.

Challenge from partners such as Acute Trusts due to competing pressures leading to a discharge that does not meet with the ideal outcomes for the individual.

A reduction in the number of Residential placements required could potentially impact on the providers. To achieve the target set to bring Lancashire performance in line with comparators it would mean a reduction of around 250 adults being admitted to permanent Residential care over the next two years.

Question 7 – Identifying Initial Results of Your Analysis

As a result of the analysis has the original proposal been changed/amended, if so please describe.

No

Question 8 - Mitigation

Will any steps be taken to mitigate/reduce any potential adverse effects of the proposal?

Lack of available alternative provision	It will be crucial to have a clear process to enable the service to inform Commissioning of what is missing from the market that could enable people to remain in the community and to access preventative services available within the individual locality that could reduce the factors which often lead to residential admissions – ie falls prevention, carers support, continence support services.
Resistance from other key partners	Better information from the start of the process and residential care not be offered without social care involvement. Implement communication and engagement plan
Resistance from residential care providers	Engagement and co-working with providers to share our vision to develop the type of care we want for the future.
Resistance from service users and their families	Develop case studies and promote positive impact

Question 9 – Balancing the Proposal/Countervailing Factors

This weighs up the reasons for the proposal – e.g. need for budget savings; damaging effects of not taking forward the proposal at this time – against the findings of the analysis.

This Service Challenge aims to deliver a budget saving target of £3.390m (250 less people admitted to Residential care across Lancashire over a two year period. This equates to 12 people per month across 17 Social Care Community Teams).

The reduction would bring Lancashire's performance in line with Lancashire's comparative group and further ahead of the NW as a whole.

There are potential risks placing additional demand on Community based services with increased spend in this area of business, which is why it is crucial to work closely with Commissioners and also look at prevention at a much earlier point. This will not be achieved solely with the introduction of a Residential Forum. It will require careful and regular monitoring and there will need to be clear guidance for operational staff, and information for customers and their carers.

The aim is to deliver better outcomes for our customers, improve performance and deliver savings.

Question 10 – Final Proposal

In summary, what is the final proposal and which groups may be affected and how?

The proposal remains unchanged.

The main risks relate to increased demand on Community based Services and potentially on the domiciliary budget. It is therefore crucial to work closely with commissioners and with the local neighbourhood teams in terms of timely intervention, prevention and in working with individuals to achieve positive outcomes.

There is also a concern in terms of the impact this strategy may have on providers of Residential care. This potential impact will require careful monitoring.

Question 11 – Review and Monitoring Arrangements

What arrangements will be put in place to review and monitor the effects of this proposal?

To monitor performance against targets and to work closely with Contracts, Commissioners and Care Finding Services to enable any detrimental effects to be addressed promptly.

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Position/Role Head of Service Social Care Community

Equality Analysis Endorsed by Line Manager and/or Service Head

Decision Signed Off By

Cabinet Member or Director

For further information please contact

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