



Equality Impact Assessment (EIA) Form

1. Service Area/Directorate

Name of Head of Service for activity being assessed: Leeona Marsh

Directorate: Community Wellbeing

Name of lead person for this activity:

Individual(s) completing this assessment: Manny Jhawar-Gill

Date assessment completed: 12.12.2025

2. What is being assessed

Activity being assessed (eg. policy, procedure, budget, service redesign, strategy etc.)

Transformation of Shaw Healthcare services and contract to align them to commissioning priorities, compliance requirements and longer-term needs of the residents of Herefordshire residents.

What is the aim, purpose, or intended outcome of this activity?

The Council has a 30-year contract with Shaw Healthcare (Shaw) which started 1 August 2004 and ends 31 July 2034. The contract covers multiple services, including residential care, extra care flats, domiciliary care hours and day care across six homes.

It was established to modernise care for older people and is regularly reviewed for compliance and efficiency.

The Shaw transformation refers to a major service redesign initiative involving Shaw and Herefordshire Council. It focuses on reviewing and restructuring Shaw Healthcare's existing contracts to align to current commissioning priorities and compliance requirements, including up to date service level agreements, equality impact assessments and data sharing agreements that were previously missed or are now out of date. Since the start of the contract the Equalities Act 2010, Care Act 2014 GDPR 2018 have all come into force and will need to be accounted for in terms of how services will be delivered.

Financial and operational efficiency in the contract is key. The on-going service must meet current needs as well as be sustainable financially.

The intended outcome is to modernise the contract and service provision delivered by Shaw, improve governance and deliver better outcomes to a greater number of individuals. This will involve changes to existing services with a view to improving more services to be more sustainable to the future.

Who will be affected by the development and implementation of this activity?

<input checked="" type="checkbox"/> Service users	<input type="checkbox"/> Visitors to the county
<input checked="" type="checkbox"/> Communities	<input checked="" type="checkbox"/> Carers
<input type="checkbox"/> Children	<input type="checkbox"/> Patients
<input type="checkbox"/> All staff	<input type="checkbox"/> All part-time staff
<input type="checkbox"/> Staff at a particular location	<input checked="" type="checkbox"/> Other:

Is this:

- Review of an existing activity/policy
- New activity/policy
- Planning to withdraw or reduce a service, activity or presence?

3. Background information and findings

What information and evidence have you reviewed to help inform this assessment? (name your sources, eg. demographic information, usage data, Census data, feedback, complaints, audits, research)

A full review has been completed of the contract, operational activity and outcomes being achieved against spend and commissioning intentions. This work has concluded there is a requirement for the services to be modernised.

Summary of engagement or consultation undertaken (eg. who you've engaged with, and how, or why do you believe this is not required)

Commissioners have been working with Shaw for some time on an on-going basis and have identified several key areas for improvement. Comparison of care delivery in other Council's has provided further evidence for the need to change the current provision.

Summary of relevant findings (it is possible that you will have gaps in your evidence. You must decide whether you need to fill in the gaps now, and if it is feasible to do so. It might be that collecting robust information forms part of your action plan below)

Commissioners have been working with Shaw for some time on an on-going basis. Shaw are aware of the need to modernise their services. Further engagement and formal consultation is being planned for January 2026 and each service area of the contract will be looked at systematically.

4. The Public Sector Equality Duty

Will this activity have a positive, neutral or negative impact on our duty to:

Equality Duty	Positive	Neutral	Negative
Eliminate unlawful discrimination, harassment, victimisation?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Advance equality of opportunity between different groups?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Foster good relations between different groups?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Explain your rationale here, and include any ways in which you could strengthen the capacity of this activity to promote equality (remember to add anything relevant into your action planning below)

The modernisation of Shaw services aims to improve service provision for the people who are assessed as needing care and support under the Care Act 2024. Consultation with people who currently access services and their families will help shape the future service.

5. The impact of this activity

Consider the potential impact of this activity on each of the equality groups outlined below and explain your rationale. Please note it is possible for the potential impact to be both positive and negative within the same equality group. Remember to consider the impact on staff and service users (current and potential) and partner organisations. It may be useful to include data within these sections if you know the diversity make-up of the people likely to be affected.

Equality Group	Potential positive impact	Potential neutral impact	Potential negative impact	Rationale
Age (include safeguarding, consent and child welfare)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Modernisation of the Shaw contract will support older adults to have improved service experience and outcomes. This contract does not impact children and working age adults.
Disability (consider attitudinal, physical, financial and social barriers, neuro-diversity, learning disability, physical and sensory impairment)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Modernisation of the Shaw contract will support older adults with disabilities to have improved service experience and outcomes. This contract does not impact children.
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The modernisation of the Shaw contract will benefit people regardless of their gender reassignment.

Equality Group	Potential positive impact	Potential neutral impact	Potential negative impact	Rationale
(include gender identity, and consider privacy of data and harassment)				However, where people's gender has been reassigned Shaw Healthcare will be expected to provide appropriate care and support and be able to cater for individual need.
Marriage & Civil Partnerships	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The modernisation of the Shaw contract will not be impacted by people's marital nor civil partnership status.
Pregnancy & Maternity (consider working arrangements, part-time working, infant caring responsibilities)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	It is unlikely due to the age profile of people receiving services from Shaw that there will be direct impact on this characteristic. However, the modernisation of the Shaw contract will not be impacted by people's pregnancy or maternity status.
Race (including Travelling Communities and people of other nationalities)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The modernisation of the Shaw contract will enable commissioners to revise expectations under the Equalities Act and ensure people's race is accounted for when services are delivered to them e.g. meal choices and communication.
Religion & Belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The modernisation of the Shaw contract will enable commissioners to revise expectations under of how people are supported to acquire or maintain religion and beliefs.
Sex (consider issues of safety, sexual violence, part-time work, and single-sex provision – especially in light of the legal definition of "sex")	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The modernisation of the Shaw contract will not be impacted by sex.
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The modernisation of the Shaw contract will not be impacted by sexual orientation. It is envisaged commissioners will revise expectations of Shaw to meet people's care and support needs in a way that does not discriminate them on these grounds.
Others: carers, care leavers, homeless, social/ economic deprivation (consider shift-patterns, caring responsibilities)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Care leavers and homeless people are not impacted by the Shaw contract. Those people below the financial threshold for paying for care will not be required to pay the full cost of care, and those with low incomes will be means tested for the ability to contribute towards the cost of their care.
Health Inequalities (any preventable, unfair & unjust differences in health status between groups, populations or individuals that arise from unequal distribution of social, environmental & economic conditions)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The modernisation of the Shaw contract will consider people's health conditions and make clear expectations of Shaw and the role of health and public health services in the delivery of care and support.

Where a negative impact on any of the equality groups is realised after the implementation of the activity, the activity lead will seek to minimise the impact and carry out a full review of this EIA.

6. Action planning

What actions will you take as a result of this impact assessment? (you will need to include actions to mitigate any potential negative impacts)

Potential negative impact	What action will be taken	Who will lead	Timeframe

7. Monitoring and review

How will you monitor these actions?

No negative impacts have been identified.

When will you review this EIA?

Whilst no negative impacts have been identified, a review of the EIA following consultation is required to address any risks identified. This is likely to be in Feb/Mar 2026.

The EIA will be reviewed following consultation.

8. Equality Statement

- All public bodies have a statutory duty under the Equality Act 2010 to give due regard to how they can improve society and promote equality in every aspect of their day-to-day business. This means that they must consider, and keep reviewing, how they are promoting equality in decision-making, policies, services, procurement, staff recruitment and management.
- Herefordshire Council will challenge discrimination, promote equality, respect human rights, and design and implement services, policies and measures that meet the diverse needs of our population, ensuring that none are placed at a disadvantage over others.

Signature of person completing EIA



Date signed

12.12.2025

9. Make this EIA available (and delete this section)

- Attach your EIA as an appendix to any decision reports so that decision-makers have all the equality data they need in order to make robust and fair decisions.
- Upload your EIA to the shared Teams site: [Equality Impact Assessment | General | Microsoft Teams](#)
- Staff, trade unions, service users or members of the public may want to see this EIA, so it must be published on our website along with the decision report.