

Argyll and Bute Council: Integrated Impact Assessment

About the proposal

Title of Proposal.

Reduction of funding for Care & Repair Contract (minor adaptations and telecare)

Intended outcome of the proposal.

The intended outcome is reducing the value of the Health and Social Care Partnership's contract with Care & Repair (C&R) for the delivery of minor adaptations and telecare installations/removals by 15%.

How does your proposal align with strategy?

The proposed reduction to the minor adaptations and telecare contract has arisen from the need to ensure financial sustainability for the Health and Social Care Partnership which is a strategic priority. However, there is a tension with the other strategic priorities around prevention. The minor adaptations and telecare installations that C&R provide enable people to remain in their homes for longer.

Description of proposal.

Budget papers submitted on 26 November 2025 proposed to "end or reduce non-statutory provisions such as....support for Care and Repair". It has since been suggested that the value of the contract should be reduced by 15%. This integrated impact assessment will look at the impact of this budget proposal.

Care and Repair have two main contracts with Argyll & Bute Council / Argyll & Bute Health and Social Care Partnership.

The charity provides minor adaptations for Occupational Therapy as well as all telecare installations, removals and fault checks. The proposal is about that contract.

Telecare is a chargeable service with service users paying a monthly fee (unless in receipt of a waiver). Installing minor adaptations such as grab rails and bannisters for the Occupational Therapy service is a statutory duty.

The statutory duty to provide minor adaptations cannot lawfully be reduced below the level required to discharge that duty. The 15% reduction will have to be managed in a way that does not compromise statutory delivery.

The second contract is with the Housing Services team within Argyll & Bute Council, who are responsible for the major grant adaptations. Whilst the proposal, only affects the funding the first contract, there could be impact on all services that C&R currently deliver.

Lead and Appropriate Officers

Lead officer.

Anke Roexe

Lead officer job title.

Senior Service Planning Manager

Lead officer service.

HSCP

Appropriate officer.

Kristin Gillies

Appropriate officer Job title.

Head of Planning, Performance and Technology

Who will deliver proposal.

If the 15% reduction in the C&R contract for telecare and minor OT adaptations is approved, this will be implemented by C&R, the OT and telecare departments (contract owners) and Argyll & Bute Council procurement team.

Signed off by. Kristin Gillies

Date. 17/03/2026

Evidence

Data – What data have you used to inform the IIA.

Information from the Telecare and Occupational Therapy service has informed the IIA.

The HSCP's 2024 Joint Strategic Needs Assessment gives further detail and data on the aging population that predominantly receives services covered by this contract.

Telecare jobs (including installations, fault checks, uplifts):

2022/23 - 3638

2023/24 - 3896

2024/25 - 4094

2025/26 (full year not available yet) - 3742. Based on current trajectories, the overall number of telecare jobs for the current year will be below the figure for 2024/25. It is possible that this could be as a result of staff absence, but only a detailed analysis could support that conclusion.

From contract monitoring reports we know that minor adaptations account for around 25% of the overall contracted workload.

Other information – This may include reference to reports by other people / organisations relevant to the impacts you identified.

The council's Housing Services have provided the following information.

Although no savings are proposed to the Housing element of C&R funding there may be a knock-on impact to their contract. The C&R Officers provide practical advice and assistance to private sector households aged over 60 or households with a resident disabled person. Housing Services currently contract with Care and Repair to develop solutions for disabled clients.

Over the last 6 years there have been a total of 466 Disabled Grant Applications progressed by the Care and Repair Officers. This has resulted in funding of £3m being awarded for Disabled Adaptations.

Over the last 3 years the numbers and type of adaptations completed are:

Ramps - 14

Stairlifts - 23

Access - 30

Hoist - 8

Bathroom adaptations - 127

Wash/Dry unit - 12

The above information clearly highlights the importance of C&R working together with the HSCP and the Housing Service in delivering the statutory duty to provide Disabled Adaptations which enables clients to remain and live independently in their own homes.

Consultation – What consultation / engagement have you carried out to inform the IIA? We have spoken to the OT team, Housing team, the Integrated Stores Team and with Care and Repair directly. The proposal was included in the HSCP's budget engagement. Respondents highlighted the value of the telecare service in maintaining them at home safely for longer and that this service was important in their priorities. This was particularly noted as important as part of an island infrastructure

Gaps in evidence.

- The ongoing monitoring arrangements about the impact of this proposal will depend on what is agreed by the Integrated Joint Board. Turn Around Times are monitored as part of our ongoing contract management arrangements with C&R.
- The proportion of children receiving minor adaptations is very small but unquantified.
- Detailed information about the profile of the clients awaiting minor adaptations.

Knock on affect.

Yes

Knock on affect details.

The 15% reduction may impact the overall capacity of the service to carry out timely installations and other contracted activity. The service has been running with a long term staff absence/vacancy, which has impacted service levels. A 15% reduction in the contract value, would make this permanent.

Installing minor adaptations such as grab rails and bannisters for the Occupational Therapy service is a statutory duty. Whilst the Telecare Service is not a statutory one, it is recognised as being helpful in discharging patients from hospital, enabling people to stay in their homes for longer and reducing pressure on the emergency services.

There is another budget proposal looking at the possibility of savings within the Responder Service, this will be looked at within a separate IIA, however, the Telecare service can still function without a responder service. It cannot function without having a provider to oversee the installation of the equipment.

The proposed reduction in the HSCP contract could reduce C&R's overall organisational capacity, potentially affecting Housing's statutory delivery indirectly.

Monitoring – How will you monitor the impacts of your proposal.

A monitoring framework will be established following the IJB's decision. As part of ongoing contract management arrangements C&R already submits data on turn-around times and activity. How this information can be improved or cross referenced with information held by the HSCP to monitor the impact of the change, will be established following the IJB's decision.

Fairer Scotland

Impact on service users

Service users	Impact
Mainland rural population	Negative
Island population	Negative
Low income	Don't Know
Low wealth	Don't Know
Material deprivation	Don't Know
Area deprivation	Don't Know
Socio-economic	Don't Know
Communities of place	Negative
Communities of interest	Negative

Impacts details.

The proposed reduction of the contract value could have a negative impact on service users in terms of turnaround times for installations, fault checks and removals. Minor adaptations are provided to either promote independence and/or reduce falls risk. This could result in increased hospital admissions and length of stay, delays in receiving telecare or minor adaptations to their homes or the possibility of not being able to return home without these being in place. All geographical areas of Argyll and Bute would be negatively impacted, while it should be recognised that some island communities already experience slower turn-around times.

As part of ongoing contract monitoring arrangements we will scope if data can be collected to understand local variation in terms of turnaround times for different kinds of jobs and if this is directly affecting hospital admission or discharge..

Impact on service deliverers

Service deliverers	Impact
Mainland rural population	Negative
Island population	Don't Know
Low income	Don't Know
Low wealth	Don't Know
Material deprivation	Don't Know
Area deprivation	Negative
Socio-economic	Don't Know
Communities of place	No Impact
Communities of interest	No Impact

Impacts details.

The negative impact is mainly in terms of workload, and this is likely to affect mainland and island resident staff equally. Although, only Bute has resident C&R staff. It is hoped that some of this might be mitigated through changes in process.

It is not envisaged at this stage that there would be redundancies as a result of this proposal. In terms of income, the advertised pay would put C&R below the UK median gross annual earnings for full-time employees (£39,039).

There is a risk that the proposed reduction could affect the viability for the charity in the longer term to remain operational. This would impact up to 10 members of staff in both mainland Argyll and on the Island of Bute.

Don't knows.

Socio-economic background, low wealth, low income, island communities and material deprivation

Due regard

This proposal may negatively impact the elderly and people with disabilities, due to the potential for longer waiting times for installations. The service will continue to apply its triage system, to ensure jobs are prioritised based on clinical need/urgency. The telecare and the OT services will also work with C&R to explore ways to increase operating efficiency.

Consumer duty

Does your proposal affect individuals, businesses or both?
Both

On the basis of your assessment, what are the likely impacts of your proposal?

Consumer	Impact
Choice	No Impact
Fairness	Negative
Redress	No Impact
Safety	Negative
Information	No Impact
Access	Negative
Representation	No Impact

Positive impacts you have identified.
None identified

Negative impacts you have identified.
The work that Care and Repair does for the HSCP keeps people safe in their homes for longer.
A reduction in the finance provided would have an impact in the delivery times for installations to occur - increasing the risk that individuals could be in an unsuitable setting or less safe for a period of time until installation occurs.

It should be noted that telecare clients are not charged until installation has been completed and in some cases only 6 weeks after discharge. But once charging commences, telecare clients paying a monthly fee are entitled to expect a functioning service. While the triaging of jobs means that urgent requests will be prioritised, non-urgent requests may be subject to longer delays.

Delayed OT minor adaptations are not just a potential consumer harm, they represent a potential failure to discharge a statutory duty. There are no statutory turnaround times; however, once a work order is issued there is an expectation that it is completed within three weeks, although exact duration depends on the type of adaptation the urgency of the request.

What alternatives have you considered which can improve outcome for customers and/or reduce harm?
Consumers may choose to pay privately for minor adaptations, however, there is no

guarantee that this would happen or happen in an acceptable timescale as joiners are often very busy and may not consider taking on work of this nature. It should be noted that there is a duty for both minor and major adaptations to be provided/funded. For Telecare, self-install was trialled during Covid which was not a success due to the demography of the service users and the requirement to programme the units. There is small proportion of our service users who potentially could programme the units themselves, there are many with cognitive issues or who are fearful of technology who would require assistance in order to ensure success. Additionally, there are occasions where a two-way conversation needs to happen during the install where connection methods aren't immediately successful to change the sequence. This would not be practical between clients and TEC Technicians due to the level of understanding of connection methods and programming required. If the installation was removed by Care and Repair, this would have a substantial impact on the Telecare team.

How have you reduced harm to consumers through the development of your proposal? This proposal does not actively reduce harm to consumers as this proposal is about reducing the value of the overall contract. The potential harm to users is not fully known. We will continue to monitor our turn-around times as part of our contract monitoring arrangements. We will continue to monitor complaints and scope regular surveys with service users to ascertain overall satisfaction with the service.

If you have not been able to reduce harm to your consumers, why not?

Implementing the 15% cut without affecting capacity may not be possible. As explained, there is a triage system in place to ensure that the most urgent cases are prioritised.

Both the OT and telecare services will work with C&R to scope any other mitigation though revision of process and workflows.

This approach may lead to slower response times for other jobs, which may negatively affects consumer satisfaction.

Response times for all jobs and consumer feedback through complaints and any other feedback from users will need to be monitored to ensure that trends are identified.

Children rights and wellbeing

DIRECT and INDIRECT impacts on children and young people

Direct refers to policies/measures where children are the focus of the proposed changes.

Examples include childcare, school breakfast clubs, child protection, looked after children or youth sports activities.

Indirect refers to policies/measures that are not directly aimed at children but will have an impact on them.

Examples include local welfare support schemes, work preparation classes for parents, housing supply and design, policies on air quality, or local transport schemes.

Are there any aspects to your proposal which directly impact on children?

Yes

Direct impact on children details.

Very occasionally, OT provide minor adaptations to children e.g .low height banister rails, grab rails at toilets etc. A reduction in funding could have an impact on children. Whilst this is a very small percentage of the work undertaken by Care and Repair, it should still be noted.

Are the any aspects to your proposal which indirectly impact on children?

No

Indirect impact on children details.

Children rights

This section asks you to think about how your proposal affects children's rights, first by considering the 'general principles' articles, and then by thinking about the rest of the articles.

Complete the options relating to the general principles.

You should check against these whether your proposal contributes in a positive or negative way to the rights of children, whether the impact will be neutral / won't have an impact at all, or whether you don't know what the impact will be.

Children rights	Impact
Article 2: (non-discrimination) The Convention applies to every child without discrimination, whatever their ethnicity, sex, religion, language, abilities or any other status, whatever they think or say, whatever their family background.	Don't Know
Article 3: (best interests of the child) The best interests of the child must be a top priority in all decisions and actions that affect children.	Negative
Article 6: (life, survival and development) Every child has the right to life. The council must do all it can to ensure that children survive and develop to their full potential.	Don't Know
Article 12 (respect for the views of the child) Every child has the right to express their views, feelings and wishes in all matters affecting them, and to have their views considered and taken seriously. This right applies at all times, for example during immigration proceedings, housing decisions or the child's day-to-day home life.	No Impact

In addition to the General Principles, you should consider whether any of the other articles are relevant to your proposal.

We have provided you with a list of UNCRC articles and descriptions of what they are. If you do not identify any of the other Articles as being of relevance, the assumption will be made that the proposal's impact on this right will be neutral.

Have you identified any other article as being relevant to your proposal?

Yes

Which articles are relevant to your proposal?

If you have identified any positive impacts, describe what these are?

None identified

If you have identified any negative impacts, describe what these are?

Delayed adaptations for children with disabilities have the potential to impact on the best interest principle. Delayed grab rails or bannisters for a child with a disability affect their ability to access their own home safely, which is contrary to their best interests.

What options have you considered to reduce negative impacts?

All referrals are prioritised based on need. The provision of minor adaptations is a statutory responsibility and will have to be prioritised.

If you cannot implement measures to mitigate impact why not?

If you have identified relevant articles for which you don't know what the likely impact will be, how will you monitor impact as your proposal progresses?

Children's wellbeing

For each wellbeing indicator, review whether your proposal will result in an improvement to children's wellbeing or not. List of Wellbeing Indicators, with an explanation of what they are.

Children wellbeing	Impact
Safe	Negative
Healthy	Negative
Achieving	Negative
Nurtured	No Impact
Active	Negative
Respected	Negative
Responsible	No Impact
Included	Negative

For the indicators where you believe your proposal will result in reduced children's wellbeing, explain what these reductions will be.

Safe - a child without grab rails or bannisters appropriate to their height and needs faces a higher falls risk at home

Healthy - delayed adaptations may delay the child's discharge from hospital or rehabilitation;

Achieving - if a child cannot move safely around their home they may be less able to participate in learning activities;

Respected – children without access to timely adaptations may feel that their needs are not being respected.

Included - children without access to timely adaptations will be less independent at home and less able to take part in family life.

For the indicators where you believe your proposal will result in improved children's wellbeing, explain what these improvements will be.

Not applicable

If you have identified any indicators as being relevant to your proposal, but you do not know what the impacts will be, explain how you will monitor impact as your proposal progresses.

Given that overall the number of children who use the service will be small, the OT service will monitor turnaround times for these installations individually.

Island Community

How many islands does your proposal affect?

Some

Which islands are affected by your proposal?

Bute, Mull, Islay, Jura, Tiree, Coll, Colonsay, Seil, Luing, Lismore, Kerrera, Iona and Easdale

Does your proposal impact on Island communities?

Island community	Impact
Demography	Don't Know
Economy	Don't Know
Society	Negative

Describe any positive impacts you have identified.

There is the possibility that there may be a positive impact to the economy if local contractors are used rather than a central solution. However, this is likely to come at an increased cost to the Health and Social Care Partnership.

Describe any negative impacts you have identified.

The installation of minor adaptations and/or telecare equipment helps island residents to remain in their home and within their community. Any reduction or removal of the contract to install the above would result in additional delays and the potential for islanders to relocate to the mainland in order to access services. Many of the more remote islands already face longer installation times in comparison to the service received elsewhere in Argyll and Bute.

Overall, it may be difficult to link demographic developments for each island to the capacity of the C&R service to carry out installations and other related jobs. How this could be monitored in terms of data that is available to the HSCP/C&R will have to be scoped.

If you do not know what the impacts will be, you should reflect this in your monitoring arrangements for the proposal.

Describe how your proposal affects the islands communities you have identified differently from other communities including other islands communities and mainland areas.

With the exception of Bute, the other named islands above already receive a slower service than mainland Argyll and the island of Bute. Bute has its own dedicated full-time resource and therefore is able to respond to requests within similar time frames to the mainland, as well as assist in other parts of Argyll as required.

The islands of Islay and Jura receive a visit approximately every 2 months, Mull is approximately every month and the other named islands are as and when a job line occurs. An internal review is considering whether there could be an alternative way of servicing the islands due to staff, logistics, costs and potential for duplication with NHS visits.

How will you ensure your proposal delivers equivalent levels of service to the islands communities you have identified compared to other areas, including mainland areas? (In your answer you should include descriptions of: • alternatives you have considered to improve or mitigate the impacts identified, • how you have reduced negative impacts on islands communities, and • how your mitigations will vary between communities, if relevant.) .

With the exception of Bute, the other named islands above already receive a slower service than mainland Argyll and the island of Bute. Bute has its own dedicated full-time resource and therefore is able to respond to requests within similar time frames to the mainland, as well as assist in other parts of Argyll as required.

The islands of Islay and Jura receive a visit approximately every 2 months, Mull is approximately every month and the other named islands are as and when a job line occurs. An internal review is considering whether there could be an alternative way of servicing the islands due to staff, logistics, costs and potential for duplication with NHS visits.

If you have not been able to mitigate impacts, why not?

The level of service that the island communities receive is already below the level that mainland Argyll and the Island of Bute receive. Cuts to the provider may result in further delays unless an alternative local solution is found, which may be more expensive. How to provide a responsive service to the Island's is being considered as part of the wider review of the C&R contract.

Equality impact

Equality impact on service users

Service users	Impact
Disability	Negative
Race	No Impact
Marriage and civil partnership	No Impact
Religion or belief	No Impact
Sex	No Impact
Pregnancy and maternity	No Impact
Age	Negative
Sexual orientation	No Impact
Gender reassignment	No Impact

Impact on service users.

The protected characteristics which will be impacted are Age and Disability as this accounts for almost all of the service users/patients of both the Telecare service and those requiring Minor Adaptations. Reducing the capacity of the service provided by Care and Repair will mean that individuals could face delays in receiving equipment to enable them to be at home or may find that their home is unsuitable for their needs and are required to live in alternative accommodation e.g. long term care, supported living, a different house. There are no positive impacts that have been identified.

Don't knows identified.

Not applicable.

Equality impact on service deliverers

Service deliverers	Impact
Disability	Don't Know
Race	No Impact
Marriage and civil partnership	No Impact
Religion or belief	No Impact
Sex	No Impact
Pregnancy and maternity	No Impact
Age	Don't Know
Sexual orientation	No Impact
Gender reassignment	No_Impact

Impact on service deliverers.

The negative impact is mainly in terms of workload, and this is likely to affect mainland and island resident staff equally. Although, only Bute has resident C&R staff. It is hoped that some of this might be mitigated through changes in process.

It is not envisaged at this stage that there would be redundancies as a result of this proposal. In terms of income, the advertised pay would put C&R below the UK median gross annual earnings for full-time employees (£39,039).

There is a risk that the proposed reduction could affect the viability for the charity in the longer term to remain operational. This would impact up to 10 members of staff in both mainland Argyll and on the Island of Bute.

Don't knows identified.

Overall, the age profile of the C&R employees is not fully known, but the third sector workforce often includes older worker. Information on age groups, and disability status can be incorporated into the ongoing contract management arrangements.

Due regard.

Due to the purpose of the telecare and OT services, the proposal has the potential to mainly impact people that are older than 65 an/or who have a disability.

The triaging of referrals will ensure that installations for those with the highest clinical need will continue to be prioritised. And the triaging framework will be kept under review and will be amended in light of an

Is there something that we can do through eclipse to monitor the

Given the duty to install OT minor adaptations, the contract owner for the OT side of the service will need to agree ongoing monitoring arrangement with C&R for minor adaptations to ensure that turnaround times remain acceptable.