



## **SOCIAL POLICY POLICY DEVELOPMENT AND SCRUTINY PANEL**

### **REVENUE BUDGET STRATEGY 2020/21 TO 2022/23 – POTENTIAL ADDITIONAL SAVING MEASURES**

#### **REPORT BY HEAD OF SOCIAL POLICY**

##### **A. PURPOSE OF REPORT**

This report provides the Panel with a summary of potential additional saving measures within the remit of the Panel for their scrutiny.

##### **B. RECOMMENDATION**

It is recommended that the Panel:

1. Notes the revised estimated budget gap of £6.730 million as the latest planning assumption for the three years 2020/21 to 2022/23;
2. Notes the potential additional saving options identified by officers within the Social Policy portfolio, as set out in Appendix 1, including service developments which would generate additional savings, noting that these are provided for information at this stage and could potentially be utilised to address any remaining budget gap;
3. Notes and considers the Integrated Relevance Assessments undertaken on the potential options as included in Appendix 1.
4. Notes that, where a full Integrated Impact Assessment (IIA) is assessed as being required, that this will be completed in advance of any of these measures being presented to the budget setting meeting and will be included in the budget report;
5. Notes that, in relation to revenue budget reduction measures, decisions by members which substantially change or delete decisions made by Council at the annual budget setting meeting each year must be made at full Council;
6. Notes that the Head of Finance and Property Services will continue to review and refine the budget model assumptions and present a three year detailed revenue budget for 2020/21 to 2022/23 to Council in February 2020 for consideration and approval.

##### **C. SUMMARY OF IMPLICATIONS**

###### **I Council Values**

Being honest, open and accountable, making the best use of resources, focusing on our customers' needs and working in partnership.

###### **II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**

The council is required to approve a balanced revenue budget for each financial year. Audit Scotland, Accounts Commission and Chartered Institute of Public Finance and Accountancy (CIPFA) best practice guidance recommends medium term financial plans are prepared for at least five years, and detailed budgets are prepared for at least three years.

The initial equality impact of the options has been assessed in compliance with public sector duty requirements as set out in the Equality Act 2010, the

Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 and Fairer Scotland Duty, Part 1 of the Equality Act 2010.

<b>III</b>	<b>Implications for Scheme of Delegations to Officers</b>	No implications at this stage.
<b>IV</b>	<b>Impact on performance and performance Indicators</b>	Ongoing restraint in relation to government grant funding inevitably has implications for the council's budget and performance.
<b>V</b>	<b>Relevance to Single Outcome Agreement</b>	The revenue budget provides resources necessary to help deliver the Single Outcome Agreement, Corporate Plan priorities and council activities. Effective prioritisation of resources is essential to achieving key outcomes.
<b>VI</b>	<b>Resources - (Financial, Staffing and Property)</b>	Scottish Government revenue grant funding is not sufficient to meet the increasing costs and demand for services. Based on updated budget assumptions, the council faces an estimated budget gap of £6.730 million for 2020/21 to 2022/23.
<b>VII</b>	<b>Consideration at PDSP</b>	<p>The Partnership and Resources PDSP considered the proposed approach to reviewing the ideas from the Transforming Your Council (TYC) consultation on 1 June 2018. An update on the results of the review was presented to the panel on 5 October 2018.</p> <p>Three reports on the revenue budget position, covering the updated budget gap, potential additional saving measures, potential council tax scenarios and the review of the loans, insurance and modernisation funds, were considered by the Partnership and Resources PDSP on 12 September 2019. The Panel noted that the potential savings options would be reported in more detail to relevant PDSPs.</p>
<b>VIII</b>	<b>Other consultations</b>	Depute Chief Executives and Heads of Service

## **D. TERMS OF REPORT**

### **D.1 Background**

On 19 February 2019, West Lothian Council agreed an updated financial plan for four years and detailed revenue budgets for the two years 2019/20 and 2020/21. This complies with best practice which states that public bodies should focus on their medium to long term sustainability.

### **D.2 Summary of Relevant Committee and Elected Member Decisions**

In June 2018, Council Executive considered a review of councillor involvement in financial planning. A number of planning principles and recommendations were agreed:

- The council should continue to have a five year revenue strategy, aligned with political administrations, and detailed three year budgets.

- Potential budget saving measures required to address the remaining budget gap to 2022/23 should be considered by the relevant PDSP before presentation to Council or Council Executive.
- Where timescales permit, all potential additional future savings measures should be considered by PDSP before approval by Council or Council Executive, with the only exceptions relating to factors out with the council's control such as late amendments to the local government finance settlement.

As noted above, the updated medium term financial plan for 2019/20 to 2022/23 was presented to Council in February 2019. When approving the updated plan Council:

- Noted that agreement of the budget reduction measures in the report left a balance of savings to be identified of £4.4 million for 2020/21 to 2022/23.
- Agreed that officers should consider options to address the remaining budget gap, including potential additional efficiency measures and use of the new council tax flexibility, whilst minimising any adverse impact on service delivery, and that options will be brought back to elected members for consideration in 2019/20.

Council agreed on 19 March 2019 that future decisions by members which substantially change or delete budget reduction measures agreed when setting the revenue budget, should be made by Council.

### D.3 Estimated Budget Gap for 2020/21 to 2022/23

The Partnership and Resources PDSP considered a budget update and potential additional saving measures report on 12 September 2019. This report included information on current assumptions regarding the council's estimated budget gap for the period 2020/21 to 2022/23.

Taking account of the anticipated changes, the revised budget gap is £6.730 million. The updated budget model gap, compared to the revised saving measures and the revised financial value for eligibility and contributions agreed savings is as follows:

*Table 1: Updated Budget Gap*

	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Updated Budget Gap	13,687	11,668	12,504	37,859
Revised Savings	(11,105)	(9,112)	(10,315)	(30,532)
Updated Eligibility & Contributions Savings	(300)	(58)	(239)	(597)
<b>Estimated Remaining Budget Gap</b>	<b>2,282</b>	<b>2,498</b>	<b>1,950</b>	<b>6,730</b>

At this stage, the updated gap is for budget planning assumptions only. It is not proposed, at this time, that agreement is sought by Council to agree and implement the changes outlined above. In line with the requirement to report items that substantially change or delete approved savings to full Council, it is proposed that the changes will be incorporated into the updated three year detailed budget to be reported to Council in February 2020. In addition, reflecting established practice, officers will continue to review the budget model in advance of the annual budget setting process in early 2020 to take account of changes in circumstances and updated forecasts.

## **D.4 Potential Options to Address the Remaining Budget Gap**

As noted in section D.2, officers were asked to develop potential options to address the remaining budget gap whilst minimising any adverse impact on service delivery. In addressing the remaining gap the council has a number of potential options available for consideration, including:

- A real terms increase in council tax;
- Additional budget saving measures;
- Utilisation of one off resources which, after providing additional resources for the modernisation fund, could be used over the medium to long term to support development and implementation of a sustainable financial plan.

Reports on each of these options were considered by the Partnership and Resources PDSP on 12 September 2019. This report provides further information on additional budget saving measures for the Social Policy PDSP.

After scrutiny of options by PDSPs, taking account of the approval by Council on 24 September 2019 of the outcome of the loans fund review, and following the publication of the local government finance settlement in December 2019, officers will work to develop a balanced budget position to present to members. This will likely include a combination of potential options, reflecting elected member feedback and scrutiny, to ensure that the council meets its statutory requirement to balance the budget.

### **D.4.1 Potential Additional Budget Saving Measures**

Following the initial consideration of measures by the Partnership and Resources PDSP on 12 September 2019, and in line with the Council Executive decision that relevant PDSPs should consider potential savings measures within their remit, this report provides the Social Policy PDSP with further information on potential additional budget saving measures.

Appendix 1 expands on the initial information included in the report to the Partnership and Resources PDSP. Some of the descriptions for the options have been refined to provide more clarity, however the nature of the saving has not changed from the Partnership and Resources PDSP report. For the Social Policy PDSP, 17 additional saving measures have been identified by officers for consideration. The measures include two options noted below where the Social Policy service has identified changes to the approaches to service delivery. The proposed changes provide for more accessible support and more homely care, and they appropriately support current and future demand and the council's priorities and strategies.

The service propose to introduce health and social care drop in community hubs which help to improve access to support and services in the community and has generated substantial benefits in relation to waiting list times in other authorities.

It has also been identified that the council, as a responsible corporate parent, should provide residential care for young people in a setting most similar to a family home. The service could adopt an alternative model for looked after children staying in our residential houses by supporting them to take a more active role in preparing for independent living. In line with West Lothian's Corporate Parenting Priorities this model will help our young people to sustain positive destinations through gaining skills required in their adult life.

An Integrated Relevance Assessment has been undertaken for all potential additional budget saving measures. A copy of each assessment is included along with information on the options in Appendix 1. Where it has been identified that a full IIA is required, officers would undertake the assessment in advance of the budget setting meeting, with the full IIAs being included as an appendix to the budget report, if they are being proposed to balance the council's budget.

In summary the potential budget saving measures for Social Policy PDSP are:

*Table 2: Summary of Social Policy PDSP Additional Potential Saving Measures*

<b>Saving Option – Non IJB</b>	<b>Value £'000</b>
Children and Families Practice Team review	30
Review of Social Care Emergency Team (SCET)	20
Review of criteria for section payments	72
Redesign of residential care for children and young people	75
Review of youth justice service	70
Early Years Change Fund review	62
Review of commissioned (non-IJB) services	50
<b>Total</b>	<b>379</b>

<b>Saving Option - IJB</b>	<b>Value £'000</b>
Adult service non direct care budget review	80
Development of health and social care drop in community hubs	75
Servicing of maintainable equipment for private homeowners/RSLs	100
Eligibility criteria aligned to aids and equipment	218
Community Equipment Store review	75
Review of ancillary support in council older peoples' care homes	150
Older people non-direct care budgets	30
Integrating technology into assessment and care management	100
Telecare inflationary increase and increase in uptake	40
Review of commissioned (IJB) services	295
<b>Total</b>	<b>1,163</b>

## **D.5 Next Steps and Key Timescales**

To facilitate the provision of detailed three year revenue budgets to Council in early 2020, the following key dates should be noted:

*Table 3: Key Dates and Actions*

<b>Action</b>	<b>Date</b>
Scottish spending review and budget	Mid December 2019
2020/21 local government finance settlement	Mid December 2019
Report to Council Executive on Scottish budget and local government finance settlement	21 January 2020
Updated three year budget to West Lothian Council, including updated fees and charges for 2020/21 to 2022/23	February 2020

At this stage, it is unlikely that the council will receive a three year settlement. Developments in this area will be kept under review and reported to elected members.

## **E. CONCLUSION**

This report provides the Panel with a summary update on the development of the council's revenue financial plan for the remaining three years 2020/21 to 2022/23. As noted at the Partnership and Resources PDSP on 12 September 2019, further information on the potential additional saving measures within the remit of the Panel is provided for scrutiny and consideration. Following scrutiny by PDSPs and the local government finance settlement announcement in December 2019, the options will be considered when preparing an updated three year revenue budget to be considered by Council in February 2020.

## **F. BACKGROUND REFERENCES**

Review of Elected Member Involvement in Financial Planning – Report by Head of Finance and Property Services to Council Executive on 12 June 2018

Revenue Budget 2019/20 to 2022/23 – Report by Head of Finance and Property Services to West Lothian Council on 19 February 2019

Budgetary Decisions and Loans Fund Legislation Motions at West Lothian Council on 19 March 2019

Revenue Budget Strategy 2020/21 to 2022/23 – Budget Update and Potential Additional Saving Measures – Report by Head of Finance and Property Services to Partnership and Resources PDSP on 12 September 2019

### Appendices/Attachments:

Appendix 1 – Potential Additional Saving Measures for Information

Contact Person: Lynda Ferguson, Group Accountant  
Email: [lynda.ferguson@westlothian.gov.uk](mailto:lynda.ferguson@westlothian.gov.uk), Tel: 01506 281293

**Jo Macpherson**  
**Head of Social Policy**  
1 November 2019

## **Appendix 1 – Potential Additional Saving Measures for Information**

<b>Service</b>	Social Policy
<b>Saving Measure</b>	Children and Families Practice Team review
<b>Prioritisation or Efficiency</b>	Efficiency
<b>Value</b>	£30,000
<b>FTE Reduction</b>	Nil
<b>Lead in Time</b>	12 months

### **Description of Measure**

A recent restructure of the Children and Families Practice Teams has identified a greater demand for family support to be provided at an earlier stage to prevent the need for statutory or child protection measures. The option would replace two social worker posts with two family support worker posts to ensure that families referred to the service receive the most appropriate level of support at the earliest point following assessment of need and risk. Family support workers currently provide a range of early support and this would see an increase to that provision.

### **Impact on Council Priorities, Single Outcome Agreement or Corporate Strategies**

As this change would result in more effective support for families, which reflect current demand for the service, this would have a positive impact on early intervention and delivering positive outcomes.

### **Potential Impact on Performance**

The review and alignment of cases and actions to the most appropriate member of staff will be managed and have no impact on performance.

### **Potential Impact on Public/Users**

No impact identified. The potential change should mean that appropriate and relevant support is provided at an earlier stage in the process, improving the service the families receive. Support will be provided by a social worker when that is required and by a family support worker where that is appropriate.

### **Risks and Uncertainties**

- Detailed review does not support initial assumptions regarding the required skills mix, although based on current evidence this is unlikely to be the case.

### **Mitigating Factors**

This option is a realignment of case work and resources to reflect current demand. The assessment process will continue to ensure families receive the most appropriate support to meet their needs.

### **Actions Required to Deliver Measure**

- Complete detailed review of demand for service.
- Agree new structure for team.
- Implement new structure including recruitment into new family support worker posts.

## Integrated Relevance Assessment Form

1. Details of option			
<b>Policy Title</b>	Children and Families Practice Team review		
<b>Service Area</b>	Social Policy		
<b>Lead Officer</b>	Jo Macpherson		
<b>Other Officers/Partners Involved</b>	None		
<b>Date relevance assessed</b>	12 September		

  

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

  

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	



<b>4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities?</b> Consideration must be given particularly to children and families	
<b>Socio-economic Disadvantage</b>	<b>Impact</b> (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	<b>X</b>
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	<b>X</b>
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	<b>X</b>
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	<b>X</b>
Socio-economic Background – social class i.e. parents education, employment and income	<b>X</b>

<b>5. Integrated impact assessment required?</b> (Two ticks above = full assessment necessary)			
YES	<b>X</b>	NO	

<b>6. Decision rationale</b> If you have ticked no above, use this section to evidence why a full IIA is not required
No rationale required – full integrated impact assessment will be undertaken.

<b>Signed by Lead Officer</b>	Jo Macpherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	12 September
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	

<b>Service</b>	Social Policy
<b>Saving Measure</b>	Review of management arrangements in Social Care Emergency Team (SCET)
<b>Prioritisation or Efficiency</b>	Efficiency
<b>Value</b>	£20,000
<b>FTE Reduction</b>	1.0
<b>Lead in Time</b>	12 months

#### **Description of Measure**

A review of the management arrangements within SCET. Currently the service is being effectively delivered with this management vacancy.

#### **Impact on Council Priorities, Single Outcome Agreement or Corporate Strategies**

No impact identified, changes to the management arrangements of the service should not impact on the delivery of priorities.

#### **Potential Impact on Performance**

No impact identified, the service currently has a management vacancy with no impact on the unit's performance. The council will continue to provide emergency care support through SCET.

#### **Potential Impact on Public/Users**

No adverse impact anticipated, however implementation would be monitored to ensure it did not have an adverse impact on the public and partners who require access to social care out of hours.

#### **Risks and Uncertainties**

- Availability of locum staff to support service delivery, if required, although experience to date would suggest that this risk is minimal.

#### **Mitigating Factors**

Statutory duties would continue to be provided. Revised management arrangements would include use of locum support where necessary.

#### **Actions Required to Deliver Measure**

- Completion of review of management arrangements.

## Integrated Relevance Assessment Form

1. Details of option	
<b>Policy Title</b>	Review of management arrangements in Social Care Emergency Team (SCET)
<b>Service Area</b>	Social Policy
<b>Lead Officer</b>	Jo Macpherson
<b>Other Officers/Partners Involved</b>	None
<b>Date relevance assessed</b>	12 September

2. Does the council have control over how this policy will be implemented?			
YES	<b>X</b>	NO	

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	
Disability – people with disabilities/long standing conditions	
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES		NO	X

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
This is a change of management structure. There is no evidence that these changes will reduce or increase discrimination or equality of opportunity for those individuals or groups with protected characteristics, service will continue to be available to those who require emergency assistance.

<b>Signed by Lead Officer</b>	Jo Macpherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	12 September 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	

<b>Service</b>	Social Policy
<b>Saving Measure</b>	Review of criteria for section payments
<b>Prioritisation or Efficiency</b>	Prioritisation
<b>Value</b>	£72,000
<b>FTE Reduction</b>	0.0
<b>Lead in Time</b>	12 months

#### **Description of Measure**

Change to guidance and procedures for allocating support payments to individuals, resulting in a 20% reduction in payments. A full review of all payments will be undertaken and enhanced control measures and guidance will be developed to inform levels of financial support and promote further consistency. An initial analysis of payments suggest that there is a high degree of discretionary spend and that there is the potential to deliver savings through developing more detailed guidance.

#### **Impact on Council Priorities, Single Outcome Agreement or Corporate Strategies**

No impact on priorities anticipated, individuals who require emergency financial support would continue to have access to this service subject to clearer guidance. Changes would be implemented to ensure that the council continues to meet obligations and commitments as detailed in the Anti-Poverty Strategy.

#### **Potential Impact on Performance**

As this focuses on reviewing and changing guidelines and operational procedures, it should have no impact on service performance.

#### **Potential Impact on Public/Users**

Service users will continue to be supported, subject to revised guidance. The revised controls will focus on the utilisation of specific section budgets. Enhanced controls may mean some users may no longer have access to payments that they would have previously had access to from the service. Signposting to other options will be available (e.g. welfare fund or budgeting advice from the Advice Shop).

#### **Risks and Uncertainties**

- A full review of all payments and processes is required to fully ascertain the level of savings that can be delivered.

#### **Mitigating Factors**

Directing people to the most appropriate service (e.g. the Anti-Poverty Service) will mean that individuals will be supported in other ways, including helping them to access other funds, support and benefits. The service review will ensure that the controls and measures are proportionate and do not impact on core service delivery to individuals who require this support.

#### **Actions Required to Deliver Measure**

- Review of section payments, processes and controls.
- Implementation of new procedures and controls.
- Understanding of range of other support options that individuals can be signposted to by the Anti-Poverty Service.

## Integrated Relevance Assessment Form

1. Details of option			
<b>Policy Title</b>	Review of criteria for section payments		
<b>Service Area</b>	Social Policy		
<b>Lead Officer</b>	Jo Macpherson		
<b>Other Officers/Partners Involved</b>	None		
<b>Date relevance assessed</b>	12 September 2019		

  

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

  

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	X
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

<b>4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities?</b> Consideration must be given particularly to children and families	
<b>Socio-economic Disadvantage</b>	<b>Impact</b> (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	<b>X</b>
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	<b>X</b>
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	<b>X</b>
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	<b>X</b>
Socio-economic Background – social class i.e. parents education, employment and income	<b>X</b>

<b>5. Integrated impact assessment required?</b> (Two ticks above = full assessment necessary)			
YES	<b>X</b>	NO	

<b>6. Decision rationale</b> If you have ticked no above, use this section to evidence why a full IIA is not required
No rationale required – full integrated impact assessment will be undertaken.

<b>Signed by Lead Officer</b>	Jo Macpherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	12 September 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	

<b>Service</b>	Social Policy
<b>Saving Measure</b>	Redesign of residential care for children and young people
<b>Prioritisation or Efficiency</b>	Efficiency
<b>Value</b>	£75,000
<b>FTE Reduction</b>	3.3
<b>Lead in Time</b>	12 months

#### **Description of Measure**

Building upon the new model of care delivery being progressed by Social Policy, there is an opportunity to develop a service that replicates, where possible, family based care. To mirror a family unit, daily tasks such as cooking and cleaning will be undertaken by the staff caring for the young people. Young people will be encouraged, in accordance with their age and stage of development, to develop the skills required to move on to independent living when they are ready to do so. This will involve them being supported by residential care workers rather than specialist staff to develop skills such as budgeting and cooking. This will promote independent living skills young people will need when they have their own homes. This change will result in a reduced requirement for cooks and domiciliary staff.

#### **Impact on Council Priorities, Single Outcome Agreement or Corporate Strategies**

This will have a positive impact on the council's priorities and outcomes. By providing more homely environments and building resilience and life skills for young people in local authority residential care, they will have the best care and will be supported to achieve improved life changes and more positive destinations.

#### **Potential Impact on Performance**

No impact anticipated. This will improve the life skills of young people in council residential care, helping them to have improved life chances after they leave care.

#### **Potential Impact on Public/Users**

This will improve the care provided for young people by providing more homely care. This will also improve the resilience and life skills of young people in residential care, helping them to adjust after leaving care and manage their own homes. It will prepare the most vulnerable young people to cope and manage day to day activities.

#### **Risks and Uncertainties**

- Redeployment of staff currently undertaking these activities.

#### **Mitigating Factors**

Risk assessments will be undertaken to minimise any potential risk to the young people. The council, as the corporate parent, will support young people to develop skills to prepare for independent living as would be the case in other family settings. Consideration will also be given to the use of volunteers where appropriate.

#### **Actions Required to Deliver Measure**

- Introduction of new approach, including early work with young people to support their development of life and independence skills.
- Consultation and engagement on organisational change for the implementation of revised staffing structure.



## Integrated Relevance Assessment Form

1. Details of option			
<b>Policy Title</b>	Redesign of residential care for children and young people		
<b>Service Area</b>	Social Policy		
<b>Lead Officer</b>	Jo Macpherson		
<b>Other Officers/Partners Involved</b>	None		
<b>Date relevance assessed</b>	12 September 2019		

  

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

  

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	<b>X</b>
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES	<b>X</b>	NO	

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
No rationale required – full integrated impact assessment will be undertaken.

<b>Signed by Lead Officer</b>	Jo Macpherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	12 September 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	

<b>Service</b>	Social Policy
<b>Saving Measure</b>	Review of youth justice service
<b>Prioritisation or Efficiency</b>	Efficiency
<b>Value</b>	£70,000
<b>FTE Reduction</b>	1.4
<b>Lead in Time</b>	12 months

#### **Description of Measure**

Alignment of staffing resource to service requirements, delivering efficiencies in service provision. Will be achieved through natural staffing turnover within the service.

#### **Impact on Council Priorities, Single Outcome Agreement or Corporate Strategies**

No impact anticipated. Service will be redesigned to be more efficient while continuing to deliver an effective youth justice service.

#### **Potential Impact on Performance**

No impact anticipated, the council will continue to provide an effective youth justice service to those who require it.

#### **Potential Impact on Public/Users**

No impact identified, service will continue to be delivered albeit in a more efficient way. Users should see no change in the service they receive.

#### **Risks and Uncertainties**

- Future patterns of staffing turnover do not allow the saving to be delivered without implementing workforce management and organisational change procedures.

#### **Mitigating Factors**

Work will be reorganised and opportunities to streamline and improve processes will be identified and implemented to minimise any potential impact on service delivery.

#### **Actions Required to Deliver Measure**

- Review of work and opportunities to streamline processes.
- Implement improvements to processes and activities to allow the reduction in staffing resource to be achieved.

## Integrated Relevance Assessment Form

1. Details of option			
<b>Policy Title</b>	Review of youth justice service		
<b>Service Area</b>	Social Policy		
<b>Lead Officer</b>	Jo Macpherson		
<b>Other Officers/Partners Involved</b>	None		
<b>Date relevance assessed</b>	12 September 2019		

  

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

  

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES		NO	X

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
Service will be redesigned to be more efficient while continuing to deliver an effective youth justice service, users should see no change in the service they receive. These changes will not reduce or increase discrimination or equality of opportunity for individuals or groups with protected characteristics.

<b>Signed by Lead Officer</b>	Jo Macpherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	12 September 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	

<b>Service</b>	Social Policy
<b>Saving Measure</b>	Early Years Change Fund review
<b>Prioritisation or Efficiency</b>	Efficiency
<b>Value</b>	£62,000
<b>FTE Reduction</b>	2.0
<b>Lead in Time</b>	None

#### **Description of Measure**

Realignment of budget to reflect early years change activities no longer provided by the council. The saving relates to two vacant posts. There is no requirement to fill these posts following the redesign of children's services and the mainstreaming of the former Early Years Change Fund.

#### **Impact on Council Priorities, Single Outcome Agreement or Corporate Strategies**

No impact anticipated. Activities formerly undertaken by these posts have been incorporated into mainstream children's services.

#### **Potential Impact on Performance**

No impact anticipated – posts are currently vacant and early intervention activities have been incorporated into mainstream children's services.

#### **Potential Impact on Public/Users**

No impact anticipated. With activities incorporated into mainstream children's services, the removal of these two vacant posts should have no adverse impact on service users.

#### **Risks and Uncertainties**

- No risks to the delivery of this saving or service delivery have been identified.

#### **Mitigating Factors**

No mitigating actions required.

#### **Actions Required to Deliver Measure**

- As budget provision is currently surplus, no further action is required.

### Integrated Relevance Assessment Form

1. Details of option			
<b>Policy Title</b>	Early Years Change Fund review		
<b>Service Area</b>	Social Policy		
<b>Lead Officer</b>	Jo Macpherson		
<b>Other Officers/Partners Involved</b>	None		
<b>Date relevance assessed</b>	12 September 2019		

  

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

  

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES		NO	X

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
The redesign of children's services and the mainstreaming of the former Early Years Change Fund reflect early years change activities no longer provided by the council with no detriment to any staff or impact on any people with protected characteristics.

<b>Signed by Lead Officer</b>	Jo Macpherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	12 September 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	



<b>Service</b>	Social Policy
<b>Saving Measure</b>	Review of commissioned (non-IJB) services
<b>Prioritisation or Efficiency</b>	Efficiency
<b>Value</b>	£50,000
<b>FTE Reduction</b>	Nil
<b>Lead in Time</b>	12 months

#### **Description of Measure**

Following the redesign of children's services there will be a requirement to align contracts to the revised service provision within the Children's and Families service. Block purchased and commissioned services through third parties will be reviewed. This reflects the suggestion received during the TYC consultation to review third party payments and will ensure that commissioned services reflect current and future anticipated demand for services. Commissioning plans will be updated along with associated contracts.

#### **Impact on Council Priorities, Single Outcome Agreement or Corporate Strategies**

The review of commissioned care will be based on current and future anticipated demand for services. As the review will focus on aligning demand with procurement contracts, there should be no negative impact on priorities or outcomes. Procurement exercises will be consistent with the council's Corporate Procurement Strategy and delegated authority for social care contracts.

#### **Potential Impact on Performance**

Appropriately matching supply and demand is critical to ensuring changes do not have a negative impact on performance. It should help ensure that resources are appropriately targeted to help improve performance in areas such as cost of care per head of population.

#### **Potential Impact on Public/Users**

Those assessed as requiring support following the redesign of children's services will continue to have access to services. Saving is focused on aligning commissioning contracts to service demand.

#### **Risks and Uncertainties**

- Unexpected and unanticipated increases in tender prices when contracts are retendered.
- Local providers do not have the necessary skills to allow them to submit tenders.

#### **Mitigating Factors**

Commissioned spend is monitored under a risk framework to ensure assessed needs continue to be met. Supply is monitored in line with need and available resources. All commissioned contracts are subject to the council's robust procurement processes with contract delivery being monitored on a regular basis.

#### **Actions Required to Deliver Measure**

- Review of current contract arrangements, including benchmarking with other authorities.
- Tender exercises where new contracts are required to support service delivery.

### Integrated Relevance Assessment Form

1. Details of option			
<b>Policy Title</b>	Review of commissioned (non-IJB) services		
<b>Service Area</b>	Social Policy		
<b>Lead Officer</b>	Jo Macpherson		
<b>Other Officers/Partners Involved</b>	None		
<b>Date relevance assessed</b>	12 September 2019		

  

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

  

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES		NO	X

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
Those assessed as requiring support following the redesign of children's services will continue to have access to services. Saving is focused on aligning commissioning contracts to service demand. These changes will not reduce or increase discrimination or equality of opportunity for individuals or groups with protected characteristics.

<b>Signed by Lead Officer</b>	Jo Macpherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	12 September 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	

<b>Service</b>	Social Policy
<b>Saving Measure</b>	Adult services non direct care budget review
<b>Prioritisation or Efficiency</b>	Efficiency
<b>Value</b>	£80,000
<b>FTE Reduction</b>	0.0
<b>Lead in Time</b>	4 months

#### **Description of Measure**

Review of historic funding arrangements that do not support the council's priorities or deliver direct care to individuals. It will align budget provision with the updated eligibility criteria for access to adult social care.

#### **Impact on Council Priorities, Single Outcome Agreement or Corporate Strategies**

Adults who are eligible for social care support will continue to have their care needs met, therefore this should not impact adversely on the council's priorities or outcomes. The review will ensure that all budgets and resources are correctly aligned, delivering support to those most at need in the community.

#### **Potential Impact on Performance**

No impact anticipated. The option focuses on aligning budget to expenditure to reflect service changes that have already been implemented.

#### **Potential Impact on Public/Users**

The alignment of resources to activities incorporates decisions already implemented regarding changes to care provision.

#### **Risks and Uncertainties**

- No risks identified – budget saving has been identified following previously implemented changes to social care provision.

#### **Mitigating Factors**

Individuals with critical and substantial needs will continue to have their assessed care needs met and no further changes are required to deliver this saving as the budget refers to historic non direct care.

#### **Actions Required to Deliver Measure**

- Alignment of budget to reflect contracted expenditure.

## Integrated Relevance Assessment Form

1. Details of option	
<b>Policy Title</b>	Adult services non direct care budget review
<b>Service Area</b>	Social Policy
<b>Lead Officer</b>	Jo Macpherson
<b>Other Officers/Partners Involved</b>	None
<b>Date relevance assessed</b>	12 September 2019

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES		NO	X

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
Adults who are eligible for social care support will continue to have their assessed care needs met. The proposal will not result in change to service users beyond the change to eligibility which was implemented in 2018. Saving is focused on aligning budget to contracted spend therefore it should have no direct impact on service users.

<b>Signed by Lead Officer</b>	Jo Macpherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	12 September 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	

<b>Service</b>	Social Policy
<b>Saving Measure</b>	Development of health and social care drop in community hubs
<b>Prioritisation or Efficiency</b>	Prioritisation
<b>Value</b>	£75,000
<b>FTE Reduction</b>	2.0
<b>Lead in Time</b>	18 months

#### **Description of Measure**

Introduction of a new model where social care advice and assistance can be accessed from agreed locations in different communities. It will see a reduction in waiting lists as people can drop in for advice in their local community rather than requesting and waiting for a formal assessment. It will allow for more effective delivery of support through using the hub as a key access point and facilitating community led conversations. It is anticipated that direct face to face access to social care staff will result in fewer referrals, reducing resource requirements and providing a more responsive early intervention service.

#### **Impact on Council Priorities, Single Outcome Agreement or Corporate Strategies**

This will have a positive impact on improving the quality of life and health priorities. Access to advice and support in community settings should aid community capacity building and foster closing relationships with other partners. It will positively support the Customer Services Strategy by designing services that meet the needs of customers and help manage relationships in a positive way.

#### **Potential Impact on Performance**

This has the potential to improve waiting lists and performance with users accessing information face to face in a community setting chosen by the community. Similar models in other authorities have seen an increase in both service user and staff satisfaction.

#### **Potential Impact on Public/Users**

This will have a positive impact on users, with increased access to social work services in the community.

#### **Risks and Uncertainties**

- Suitable drop in locations, identified by communities, are not available at required times.
- Processes will have to change to allow community care assistants to respond flexibly and quickly to a range of queries and requests.
- Access to IT to enable work to be concluded during drop in sessions.

#### **Mitigating Factors**

This additional way of accessing social care services will improve the waiting list time and provide an alternative option for people to receive advice and assistance. By being more proactive, and visible in the community, it should help prevent cases reaching a crisis point. The full level of staffing savings would not be achieved until the new model is embedded.

#### **Actions Required to Deliver Measure**

- Development of the new model of social care interaction with service users.
- Identification of appropriate access locations by communities.
- Implementation of new model including marketing, technology needs and ensuring staff are equipped to respond quickly and directly to requests in the community.

## Integrated Relevance Assessment Form

1. Details of option	
<b>Policy Title</b>	Development of health and social care drop in community hubs
<b>Service Area</b>	Social Policy
<b>Lead Officer</b>	Jo Macpherson
<b>Other Officers/Partners Involved</b>	None
<b>Date relevance assessed</b>	12 September 2019

2. Does the council have control over how this policy will be implemented?			
YES	<b>X</b>	NO	

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	<b>X</b>
Disability – people with disabilities/long standing conditions	<b>X</b>
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	



<b>4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities?</b> Consideration must be given particularly to children and families	
<b>Socio-economic Disadvantage</b>	<b>Impact</b> (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	<b>X</b>
Socio-economic Background – social class i.e. parents education, employment and income	<b>X</b>

<b>5. Integrated impact assessment required?</b> (Two ticks above = full assessment necessary)			
YES	<b>X</b>	NO	

<b>6. Decision rationale</b> If you have ticked no above, use this section to evidence why a full IIA is not required
No rationale required – full integrated impact assessment will be undertaken.

<b>Signed by Lead Officer</b>	Jo Macpherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	12 September 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	

<b>Service</b>	Social Policy
<b>Saving Measure</b>	Servicing of maintainable equipment for private homeowners and RSLs.
<b>Prioritisation or Efficiency</b>	Efficiency
<b>Value</b>	£100,000
<b>FTE Reduction</b>	0.0
<b>Lead in Time</b>	12 months

#### **Description of Measure**

Following the introduction of the contributions policy for adult non-residential care and revisions to the Scheme of Assistance, there has been a change to how stair lifts and maintainable equipment is provided. For new service users, the equipment is provided via the grants scheme which means that the service users own the equipment. This ownership means they are responsible for any ongoing maintenance. The option would bring existing service users, of which there are approximately 800, in line with new users and ensure equity. Ownership of the equipment would transfer to the homeowner or registered social landlord (RSL), along with responsibility for servicing and repairs.

#### **Impact on Council Priorities, Single Outcome Agreement or Corporate Strategies**

Changes to ownership of equipment would have to be monitored to ensure there is no adverse impact on service users or health priorities and outcomes. Change has currently been implemented for new clients only under the revised Scheme of Assistance.

#### **Potential Impact on Performance**

No impact identified. New clients requiring equipment, and who are eligible under the eligibility criteria receive a grant for the purchase of maintainable equipment. The current system only applies to new service users which means there is inequity within existing service users.

#### **Potential Impact on Public/Users**

Service users would be supported to arrange maintenance of their equipment which will ensure that all service users receive the same level of service.

#### **Risks and Uncertainties**

- Individuals and RSLs may be unwilling to become responsible for maintenance.
- It is unlikely that full responsibility for maintenance will transfer, meaning that the council will continue to have some liability in cases where vulnerability or risk is high.

#### **Mitigating Factors**

Risk assessments would be undertaken before removing any equipment individuals do not wish to maintain to ensure no vulnerable person is at risk. A small emergency fund would be retained to address any maintenance emergencies and a reduced provision for those who will not accept the transfer of responsibility.

#### **Actions Required to Deliver Measure**

- Analysis of current users and existing maintainable equipment.
- Liaise with RSLs on transfer of ownership.
- Transfer ownership to individuals and RSLs, exit/reduce current maintenance contracts.
- Update Scheme of Assistance.

## Integrated Relevance Assessment Form

1. Details of option			
<b>Policy Title</b>	Servicing of maintainable equipment for private homeowners and RSLs.		
<b>Service Area</b>	Social Policy		
<b>Lead Officer</b>	Jo Macpherson		
<b>Other Officers/Partners Involved</b>	None		
<b>Date relevance assessed</b>	12 September 2019		

  

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

  

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

<b>4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities?</b> Consideration must be given particularly to children and families	
<b>Socio-economic Disadvantage</b>	<b>Impact</b> (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	<b>X</b>
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	<b>X</b>
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	<b>X</b>
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	<b>X</b>
Socio-economic Background – social class i.e. parents education, employment and income	

<b>5. Integrated impact assessment required?</b> (Two ticks above = full assessment necessary)			
YES	<b>X</b>	NO	

<b>6. Decision rationale</b> If you have ticked no above, use this section to evidence why a full IIA is not required
No rationale required – full integrated impact assessment will be undertaken.

<b>Signed by Lead Officer</b>	Jo Macpherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	12 September 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	

<b>Service</b>	Social Policy
<b>Saving Measure</b>	Eligibility criteria aligned to aids and equipment
<b>Prioritisation or Efficiency</b>	Efficiency
<b>Value</b>	£218,000
<b>FTE Reduction</b>	0.0
<b>Lead in Time</b>	None

#### **Description of Measure**

Following the introduction of the contributions policy for adult non-residential social care, and the changes to eligibility, a saving can be delivered in the aids and equipment budget. The changes have resulted in reduced demand for aids and equipment, with a 30% reduction being seen in this area since 2018.

#### **Impact on Council Priorities, Single Outcome Agreement or Corporate Strategies**

Those who are assessed as being eligible for aids and equipment would continue to have their assessed need for aids and equipment met.

#### **Potential Impact on Performance**

No impact anticipated. Those who assessed as requiring aids and adaptations would continue to have access to this service.

#### **Potential Impact on Public/Users**

No impact identified. Support would continue to be provided to those assessed as requiring it under agreed eligibility criteria. Potential saving reflects current and reducing demand for this type of support.

#### **Risks and Uncertainties**

- There is an unforeseen increase in demand for aids and equipment beyond the revised budget provision.

#### **Mitigating Factors**

Risk assessments would be undertaken when assessing needs and requirements for aids and equipment. This support would continue to be provided to those assessed as requiring aids and equipment where the eligibility threshold has been met.

#### **Actions Required to Deliver Measure**

- Alignment of budget to reflect revised demand for aids and adaptations.

## Integrated Relevance Assessment Form

1. Details of option			
Policy Title	Eligibility criteria aligned to aids and equipment		
Service Area	Social Policy		
Lead Officer	Jo Macpherson		
Other Officers/Partners Involved	None		
Date relevance assessed	12 September 2019		

  

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

  

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

<b>4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities?</b> Consideration must be given particularly to children and families	
<b>Socio-economic Disadvantage</b>	<b>Impact</b> (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

<b>5. Integrated impact assessment required?</b> (Two ticks above = full assessment necessary)			
YES	<b>X</b>	NO	

<b>6. Decision rationale</b> If you have ticked no above, use this section to evidence why a full IIA is not required
No rationale required – full integrated impact assessment will be undertaken.

<b>Signed by Lead Officer</b>	Jo Macpherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	12 September 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	

<b>Service</b>	Social Policy
<b>Saving Measure</b>	Community Equipment Store review
<b>Prioritisation or Efficiency</b>	Efficiency
<b>Value</b>	£75,000
<b>FTE Reduction</b>	1.0
<b>Lead in Time</b>	12 months

#### **Description of Measure**

Review of the operation of the store with consideration to be given to improved inventory management, introduction of just in time delivery and improved recycling of equipment. The review will also consider alternative approaches to delivery including sharing routes with other partners and community based provision in GP surgeries. It will require close joint working with Health to deliver efficiencies in the provision of this joint service.

#### **Impact on Council Priorities, Single Outcome Agreement or Corporate Strategies**

More efficient and timely provision of aids and equipment will improve health priorities and outcomes. Investigating options to share delivery with other partners, and recycling equipment, would have a positive impact on the environment.

#### **Potential Impact on Performance**

A more efficient and responsive service would reduce wait times for equipment, improving hospital discharge performance. It would improve customer satisfaction with users receiving their equipment quicker.

#### **Potential Impact on Public/Users**

The review would improve access to equipment for users whilst reducing waiting times.

#### **Risks and Uncertainties**

- Review and revised arrangements have to be jointly developed between the council and Health. Any change would require agreement by both parties.
- Availability of suitable suppliers who can facilitate just in time procurement.
- Some equipment will not be suitable for recycling.

#### **Mitigating Factors**

The review will consider all operational aspects of the store, creating new supply arrangements and improving how equipment is provided. The review will be undertaken in partnership with Health to ensure all partners are comfortable with the anticipated changes.

#### **Actions Required to Deliver Measure**

- Review of delivery of the community store by Social Policy and Health.
- Agreement of revised operations.
- Implementation of changes, including introduction of technological solutions for new delivery options and development of just in time procurement arrangements.



## Integrated Relevance Assessment Form

1. Details of option			
<b>Policy Title</b>	Community Equipment Store review		
<b>Service Area</b>	Social Policy		
<b>Lead Officer</b>	Jo Macpherson		
<b>Other Officers/Partners Involved</b>	None		
<b>Date relevance assessed</b>	12 September 2019		

  

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

  

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	
Disability – people with disabilities/long standing conditions	
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	<b>X</b>
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES		NO	<b>X</b>

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
More efficient and timely provision of aids and equipment will improve health priorities and outcomes. These changes will focus on internal ordering and inventory processes and will not reduce or increase discrimination or equality of opportunity for individuals or groups with protected characteristics.

<b>Signed by Lead Officer</b>	Jo Macpherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	12 September 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	

<b>Service</b>	Social Policy
<b>Saving Measure</b>	Review of ancillary support in council older peoples' care homes
<b>Prioritisation or Efficiency</b>	Efficiency
<b>Value</b>	£150,000
<b>FTE Reduction</b>	8.0
<b>Lead in Time</b>	18 months

#### **Description of Measure**

The option seeks to review the non-direct care support services in older people's care homes to identify business efficiencies. It is anticipated that this will be achieved through new models of delivering ancillary support for catering, cleaning, gardening etc. and will not impact on delivery of direct care.

#### **Impact on Council Priorities, Single Outcome Agreement or Corporate Strategies**

This focuses on ancillary services with no changes to direct care provision. This should therefore have no impact on the council's older people priorities and outcomes.

#### **Potential Impact on Performance**

As the savings relate to ancillary services and hotel and housekeeping costs such as gardening, catering and cleaning it would not affect direct care. The redesigned model will continue to comply with Care Inspectorate ratios and National Care standards.

#### **Potential Impact on Public/Users**

Realigning the model should mean that there is no impact on the 135 residents currently in council care homes. Clients would continue to receive the level of care required by Care Inspectorate requirements and National Care standards.

#### **Risks and Uncertainties**

- New legislation or health and safety requirements may require an increase in staffing resources in care homes.
- Consultation and engagement on organisational change for changes in staff models.

#### **Mitigating Factors**

Any redesigned model of delivery will continue to be compliant with all regulatory and compliance requirements. Application of the council's organisational change policy to support changes in the model.

#### **Actions Required to Deliver Measure**

- Working group to benchmark and map council services to identify opportunities to create efficiencies.
- Implementation of new model using council organisational change policy.

## Integrated Relevance Assessment Form

1. Details of option			
<b>Policy Title</b>	Review of ancillary support in council older peoples' care homes		
<b>Service Area</b>	Social Policy		
<b>Lead Officer</b>	Jo Macpherson		
<b>Other Officers/Partners Involved</b>	None		
<b>Date relevance assessed</b>	12 September 2019		

  

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

  

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	<b>X</b>
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	<b>X</b>
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES	<b>X</b>	NO	

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
No rationale required – full integrated impact assessment will be undertaken.

<b>Signed by Lead Officer</b>	Jo Macpherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	12 September 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	

<b>Service</b>	Social Policy
<b>Saving Measure</b>	Older people non-direct care budgets
<b>Prioritisation or Efficiency</b>	Efficiency
<b>Value</b>	£30,000
<b>FTE Reduction</b>	Nil
<b>Lead in Time</b>	None

#### **Description of Measure**

Saving from ancillary support budgets that are not aligned to the eligibility criteria. The option will include the review of existing non direct care budgets that had been impacted by previous changes to service delivery or policy changes.

#### **Impact on Council Priorities, Single Outcome Agreement or Corporate Strategies**

Resources will continue to be aligned to the provision of social care and support to meet assessed eligible needs, meaning that the impact on older people priorities and outcomes should be minimised.

#### **Potential Impact on Performance**

No impact identified – the option is not linked to assessed needs, reflecting changes already implemented in relation to eligibility criteria.

#### **Potential Impact on Public/Users**

No impact identified – the option reflects changes already implemented in the delivery of social care services.

#### **Risks and Uncertainties**

- No risks to the delivery of this saving or service delivery have been identified.

#### **Mitigating Factors**

No mitigating actions required.

#### **Actions Required to Deliver Measure**

- As budget provision is currently not linked to assessed eligible needs, no further action is required.

## Integrated Relevance Assessment Form

1. Details of option			
<b>Policy Title</b>	Older people non-direct care budgets		
<b>Service Area</b>	Social Policy		
<b>Lead Officer</b>	Jo Macpherson		
<b>Other Officers/Partners Involved</b>	None		
<b>Date relevance assessed</b>	12 September 2019		

  

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

  

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	<b>X</b>
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES		NO	<b>X</b>

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
Adults who are eligible for social care support will continue to have their assessed care needs met. The proposal will not result in change to service users beyond the change to eligibility which was implemented in 2018. Saving is focused on aligning budget to contracted spend therefore it should have no direct impact on service users.

<b>Signed by Lead Officer</b>	Jo Macpherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	12 September 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	



<b>Service</b>	Social Policy
<b>Saving Measure</b>	Integrating technology into assessment and care management
<b>Prioritisation or Efficiency</b>	Efficiency
<b>Value</b>	£100,000
<b>FTE Reduction</b>	Nil
<b>Lead in Time</b>	3 months

#### **Description of Measure**

Greater use of technology in developing care packages helps to ensure the most efficient model is identified whilst also supporting vulnerable individuals and their families. Assessors can streamline certain elements, such as checking visits, where technological solutions are able to replace or augment hands on care visits. Includes equipment such as home safety systems and just checking equipment such as movement sensors and door monitoring. The saving is an estimate based on a three month trial conducted in 2019 which achieved a reduction in care hours.

#### **Impact on Council Priorities, Single Outcome Agreement or Corporate Strategies**

This preventative approach to care encourages independence and improves the outcomes for older people. This should have a positive impact on the older people and health priorities and outcomes. The solutions will be aligned with the objectives of West Lothian's Health and Social Care Partnership frailty programme and will be consistent with the Older People Joint Commissioning Plans. Innovative use of technology to support service delivery is consistent with the council's Digital Transformation Strategy.

#### **Potential Impact on Performance**

Optimum use of technology to supplement formal care will help meet increasing demand. It should have a positive impact on people being able to maintain or regain their independence and assist with timely hospital discharge.

#### **Potential Impact on Public/Users**

Improved use of technology should help people to maintain or regain their independence and reduce the reliance on models of dependency linked to hands on care hours.

#### **Risks and Uncertainties**

- Digital skills audit highlighted areas of development for social policy. Care managers will have to become more comfortable and familiar with technological solutions.
- Client and family concerns may be a barrier to implementation.

#### **Mitigating Factors**

Capital investment should ensure appropriate technology is available. Changes to service will be fully developed before implementation to ensure that the transition to the new model is safe for clients. Families and carers will also be fully involved to ensure any potential anxieties are addressed. Staff will be trained on solutions and benefits.

#### **Actions Required to Deliver Measure**

- Working with technology providers to ensure equipment and support is available to support the change.
- Training and supporting staff to embrace new technological solutions.

## Integrated Relevance Assessment Form

1. Details of option			
<b>Policy Title</b>	Integrating technology into assessment and care management		
<b>Service Area</b>	Social Policy		
<b>Lead Officer</b>	Jo Macpherson		
<b>Other Officers/Partners Involved</b>	None		
<b>Date relevance assessed</b>	12 September 2019		

  

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

  

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

<b>4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities?</b> Consideration must be given particularly to children and families	
<b>Socio-economic Disadvantage</b>	<b>Impact</b> (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

<b>5. Integrated impact assessment required?</b> (Two ticks above = full assessment necessary)			
YES	<b>X</b>	NO	

<b>6. Decision rationale</b> If you have ticked no above, use this section to evidence why a full IIA is not required
No rationale required – full integrated impact assessment will be undertaken.

<b>Signed by Lead Officer</b>	Jo Macpherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	12 September 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	

<b>Service</b>	Social Policy
<b>Saving Measure</b>	Telecare inflationary increase and increase in uptake
<b>Prioritisation or Efficiency</b>	Efficiency
<b>Value</b>	£40,000
<b>FTE Reduction</b>	Nil
<b>Lead in Time</b>	None

#### **Description of Measure**

3% annual increase in charges for final two years of the financial plan (2021/22 and 2022/23) reflecting the commitment not to increase charges in the first three years of the five year financial plan.

#### **Impact on Council Priorities, Single Outcome Agreement or Corporate Strategies**

No adverse impact anticipated. The telecare service will continue to be available to clients, consistent with the Reshaping Care for Older People Joint Commissioning Plan. Use of technological solutions as part of care planning also consistent with the council's Digital Transformation Strategy.

#### **Potential Impact on Performance**

No impact anticipated.

#### **Potential Impact on Public/Users**

Some users may find a 3% increase in costs difficult to manage, although West Lothian Council will continue to have some of the lowest levels of fees and charges in Scotland.

#### **Risks and Uncertainties**

- The further inflationary increase in charges may be seen as prohibitive to some users, meaning that the anticipated increase in demand for the service is not realised.

#### **Mitigating Factors**

The original undertaking not to increase charges for the first three years of the financial plan has been maintained. The Anti-Poverty Team will continue to be available to support individuals who may struggle with the increase.

#### **Actions Required to Deliver Measure**

- Revised charges to be published and customers notified of increases.

## Integrated Relevance Assessment Form

1. Details of option			
Policy Title	Telecare inflationary increase and increase in uptake		
Service Area	Social Policy		
Lead Officer	Jo Macpherson		
Other Officers/Partners Involved	None		
Date relevance assessed	12 September 2019		

  

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

  

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	<b>X</b>
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	<b>X</b>
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES	<b>X</b>	NO	

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
No rationale required – full integrated impact assessment will be undertaken.

<b>Signed by Lead Officer</b>	Jo Macpherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	12 September 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	

<b>Service</b>	Social Policy
<b>Saving Measure</b>	Review of commissioned (IJB) services
<b>Prioritisation or Efficiency</b>	Efficiency
<b>Value</b>	£295,000
<b>FTE Reduction</b>	Nil
<b>Lead in Time</b>	12 months

#### **Description of Measure**

The change to eligibility and the introduction of the contributions policy in 2018 has meant changes to the demand for a number of Social Policy adults and older people services. Block purchased and commissioned services through third parties will be reviewed. This reflects the suggestion received during the TYC consultation to review third party payments and will ensure that commissioned services reflect current and future anticipated demand for services. Commissioning plans will be updated along with associated contracts.

#### **Impact on Council Priorities, Single Outcome Agreement or Corporate Strategies**

The review of commissioned care will be based on current and future anticipated demand for services. As the review will focus on aligning demand with procurement contracts, there should be no negative impact on priorities or outcomes. Changes will be consistent with Reshaping Care for Older People Joint Commissioning Plan. Procurement exercises will be consistent with the council's Corporate Procurement Strategy and delegated authority for social care contracts.

#### **Potential Impact on Performance**

Appropriately matching supply and demand is critical to ensuring changes do not have a negative impact on performance. It should help ensure that resources are appropriately targeted to help improve performance in areas such as cost of care per head of population and delayed discharge.

#### **Potential Impact on Public/Users**

Those assessed as requiring support and care under the new eligibility criteria, which was implemented in 2018, will continue to have access to services. This saving will result in no change to users beyond the change to eligibility which was implemented in 2018. Saving is focused on aligning commissioning contracts to service demand.

#### **Risks and Uncertainties**

- Unexpected and unanticipated increases in tender prices when contracts are retendered.
- Local providers do not have the necessary skills to allow them to submit tenders.

#### **Mitigating Factors**

Commissioned spend is monitored under a risk framework to ensure assessed needs continue to be met. Supply is monitored in line with need and available resources. All commissioned contracts are subject to the council's robust procurement processes with contract delivery being monitored on a regular basis.

#### **Actions Required to Deliver Measure**

- Review of current contract arrangements, including benchmarking with other authorities.
- Tender exercises where new contracts are required to support service delivery.

## Integrated Relevance Assessment Form

1. Details of option			
<b>Policy Title</b>	Review of commissioned (IJB) services		
<b>Service Area</b>	Social Policy		
<b>Lead Officer</b>	Jo Macpherson		
<b>Other Officers/Partners Involved</b>	None		
<b>Date relevance assessed</b>	12 September 2019		

  

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

  

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
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Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
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Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	<b>X</b>

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES	<b>X</b>	NO	

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
No rationale required – full integrated impact assessment will be undertaken.

<b>Signed by Lead Officer</b>	Jo Macpherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	12 September 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	