

# Service and Community Impact Assessment (SCIA)

**Directorate and Service Area:**

Adult Social Care

**What is being assessed (e.g. name of policy, procedure, project, service or proposed service change):**

The impact of the proposed changes to Adult Social Care pathways.

**Responsible owner / senior officer:**

Kate Terroni

**Date of assessment:**

04/12/2018

**Summary of judgement:**

This assessment considers the impact of the proposed changes to the Adult Social Care pathways on individuals, communities, staff, other council services and providers. The pathways describe how a person navigates through Oxfordshire's Social Care system to access the support that they need. The proposed changes relate to:

- Acquired Brain Injury and Autism Pathway
- Meeting wellbeing and employment needs for Adults

We have reviewed our pathways as part of our service and resource planning for 2019-2023. A number of proposed business cases were presented and would generate combined savings of £0.600m from 2019/20. The impact of changes to our 'Core Offer' to people accessing services and 'Commercial Improvement' can be found in separate SCIA's.

The proposed changes are likely to have both positive and negative impacts. They would mean that Adult Social care would contribute to managing forecast pressures within Adult Social Care, help to enable the council to set a balanced budget overall and allow us to deliver the best possible services with the greatest value for money. However, people who use services may be asked to use alternative support and may also have to travel further to reach it.

We will support people to transition whilst ensuring that the support they receive meets their needs. There are also potential impacts on staff, other services and providers in terms of increased workload and potential changes to the structure of teams, we will however ensure that staff are supported in their work and if appropriate due consideration will be given to any employment obligations. We will also ensure that system partners are given adequate support to ensure they are not overburdened.

## Detail of Assessment:

### **Purpose of assessment:**

The purpose of this assessment is to analyse the impact of changing some of our care pathways for adults with care and support needs in relation to the following services.

- **Acquired Brain Injury and Autism Pathway**
- **Meeting wellbeing and employment needs for Adults**

Section 149 of the Equalities Act 2010 (“the 2010 Act”) imposes a duty on the Council to give due regard to three needs in exercising its functions. This proposal is such a function. The three needs are:

- o Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
- o Advance equality of opportunity between people who share a protected characteristic and those who do not.
- o Foster good relations between people who share a protected characteristic, and those who do not.

Complying with section 149 may involve treating some people more favourably than others, but only to the extent that that does not amount to conduct which is otherwise unlawful under the new Act.

The need to advance equality of opportunity involves having due regard to the need to:

- remove or minimise disadvantages which are connected to a relevant protected characteristic and which are suffered by persons who share that characteristic,
- take steps to meet the needs of persons who share a relevant protected characteristic and which are different from the needs other people, and
- encourage those who share a relevant characteristic to take part in public life or in any other activity in which participation by such people is disproportionately low.
- take steps to meet the needs of disabled people which are different from the needs of people who are not disabled and include steps to take account of a person’s disabilities.

The need to foster good relations between different groups involves having due regard to the need to tackle prejudice and promote understanding.

These protected characteristics are:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – this includes lack of belief
- sex
- sexual orientation
- marriage and civil partnership

## **Context / Background:**

In the current medium term financial plan, the Adult Social Care budget is set to increase from £198m to £215m over the next 5 years. Meanwhile, unless action is taken Adult Social Care spending is forecast to increase from £199m to £223m in the same period.

The four main drivers are:

### **1. Increasing numbers of older people**

There are more people over 65 and many more people over 85. By 2031, the number of people aged 85 and over is expected to have increased by 55% and the number aged 65+ is predicted to increase by 44%. Some adult carers are themselves becoming older and cannot continue to provide care for others.

### **2. Increasing complexity in the community**

There are more people with complex needs who need on-going care. System practice has changed so more people live at home, for longer, and with more significant conditions. There are predicted to be an additional 3000 people living with dementia by 2031.

### **3. A price challenge for care homes**

In response to the need to find care to help the system we have been buying individual placements, competing with other authorities and with the NHS.

### **4. A capacity challenge for home care**

There is not enough homecare available so more expensive options are used instead.

In order to meet these pressures as outlined within the Adult Social Care Medium Term Financial Plan for 2019/20-23, the following business cases have been put forward.

#### Acquired Brain Injury & Autism pathway

Oxfordshire County Council currently commits £6.200m to the outcomes based contract for mental health services. This funding is intended to support a range of floating support for housing and daytime activity, including support for employment and wellbeing. There are a small number of people with acquired brain injuries or autism whose assessed needs fall outside the scope of the outcome based contract who are currently receiving a range of packages put in place on an ad hoc basis. The joint budget for these service users is currently £1.200m (council contribution £0.700m, Oxfordshire Clinical Commissioning Group contribution £0.500m).

#### Meeting wellbeing and employment needs for Adults

We currently commission specific services support individuals with a range of disabilities, apart from mental health related conditions, to live a productive life with minimal dependence on services by enabling them to access informal community support and friendships, start volunteering and get paid work using a person-centred approach. The current arrangements were put in place before the implementation of the council's new Daytime Support Service in October 2017, and now need to be reviewed to build on the developing role of the voluntary sector locally.

## **Proposals:**

### Acquired Brain Injury and Autism Pathway

We are proposing to work with Oxfordshire Clinical Commissioning Group to jointly review the Acquired Brain Injury and Autism pathways to enable us to understand how the service users not being supported through the outcome based contract can be more appropriately supported. We will then consider changing the commissioning arrangements following the outcomes of the review. Savings of £0.400m, of which the Council's share would be £0.200m, are estimated to be possible through recommissioning the services within the pathways. These changes are also expected to lead to better outcomes for service users as the new services will be designed to more closely align with their long-term needs.

### Meeting wellbeing and employment needs for Adults

A review of alternative ways to meet wellbeing and employment outcomes for service users through engagement with the voluntary sector will be investigated; funding for those alternatives could reduce by around £0.1m, achieving a net on-going saving of £0.4m per annum from 2019/20.

## **Evidence / Intelligence:**

In developing these proposals, the Council has considered the business plan 2018-19 for meeting social care needs of Oxfordshire residents: adults of working age, people with disabilities and older people. Business intelligence sources have been considered across the whole cycle of activity: operational, commissioning, sourcing and contract management. Key documents include:

- Joint Strategic Needs Assessment
- Key commissioning strategies
- Market position statements
- Performance, activity and finance data for teams across operations, sourcing and contract monitoring.

These proposals used regional and local market and contract performance benchmarking data. These sources contain commercially sensitive information and therefore are not included in this document.

### Acquired Brain Injury and Autism Pathway

A review of the small number of people not supported by the outcome based contract showed that they all have acquired brain injuries or autism and should therefore fit within existing pathways. Spend on these people is high (over £85k per person) as they sit outside commissioned pathways. Further work needs to be carried out to see why these people cannot be supported by existing services, and adjust the commissioning pathways accordingly. This will ensure that people use appropriate services to meet their needs whilst reduce costs.

### Meeting wellbeing and employment needs for Adults

Existing services have not achieved anticipated targets, and whilst the figures are improving they are yet to reach the intended levels.

**Alternatives considered / rejected:**

In order to ensure the sustainability of Adult Social Care in Oxfordshire, the Council has a responsibility to make sure it does not overspend against its allocated budget. It is for this reason that doing nothing is not an option.

Acquired Brain Injury and Autism Pathway / Meeting wellbeing and employment needs for Adults

We considered reviewing current services and placements individually but this option has been rejected because best practice in commissioning suggests that a more appropriate approach is to review the whole pathway.

**Impact Assessment:****Impact on Individuals and Communities:**

These proposals concern Oxfordshire residents eligible for social care: adults of working age, people with a range of disabilities and older people. This impact extends to men and women, people living in the city, market towns and rural communities across the county.

<b>Risks</b>	<b>Mitigations</b>
A small number of people may be asked to use alternative forms of support	<p>We will support the person in any transition whilst ensuring that the support they receive meets their needs.</p> <p>These changes are also expected to lead to better outcomes for service users as the new services will be designed to more closely align with their long-term needs.</p>

**Impact on Staff:**

Proposals to redesign care pathways for people with disabilities and older people will impact on staff employed to deliver these services. Most of these staff are employed by external agencies the Council contracts with. Impact could be negative (e.g. if less staff are required to meet reduced contract capacity) or positive (e.g. if new services are commissioned, such as for people with learning disabilities or autism).

<b>Risks</b>	<b>Mitigations</b>
Resource required from commissioning and operations may reduce capacity to do other work	Workloads will be reviewed to ensure they are managed appropriately and that sufficient resource is given to enable business as usual work is able to continue.
A higher workload may result in increased levels of stress for staff involved	Staff will receive support from managers and the Employee Assistance Program is available.

**Impact on other Council services:**

Risks	Mitigations
Changes to services that meet wellbeing and employment needs for Adults may increase demand for other services.	Alternative ways to meet wellbeing and employment outcomes through engagement with the voluntary sector will be investigated

**Impact on providers:**

Proposals for pathway changes would impact on providers of those services. It may lead to new requirements been placed on providers, e.g. to report service capacity in a timely way and via different systems. They would be asked to contribute to care pathway reviews and future contracting arrangements.

Risks	Mitigations
Changing how we deliver to the services to meet wellbeing and employment needs may increase dependence on other services.	We will brief and support partners ahead of any changes to the service
Staff providing current services could face redundancy.	We will give due consideration, if appropriate to any employment obligations as part of the review of ways of meeting wellbeing and employment outcomes.
An increased dependency on voluntary community sector partners to help provide alternatives to home care may experience and increase in demand.	We will ensure that adequate support is given to partners

**Action plan:**

Action	By When	Person responsible
Review Acquired Brain Injury and Autism pathways	June 2019	Eleanor Crichton
Review alternative ways to meet wellbeing and employment outcomes for service users	June 2019	Eleanor Crichton

**Monitoring and review:****Person responsible for assessment:**

Version	Date	Notes (e.g. Initial draft, amended following consultation)
v.2	30/11/2018	Initial draft
v.3	04/12/2018	Draft for Adult Social Care leadership sign-off