

Service and Community Impact Assessment (SCIA)

Front Sheet:

Directorate and Service Area:

Social and Community Services, Joint Commissioning

What is being assessed:

Proposed options for daytime support

Responsible owner / senior officer:

Benedict Leigh, Lead Commissioner, Adults

Date of assessment:

October 2016

Summary of judgement:

In developing our understanding of the needs for daytime support in Oxfordshire, we have listened to over 600 people who use daytime support, their carers, as well as providers of care and support, and community groups. People have told us their priorities, and we have taken these into account in developing a new, sustainable model for daytime support.

The new model includes potential positive impacts, through support for the development of new opportunities to fill existing gaps, and more flexible council-provided support meeting a wide range of needs. The overall offer in the new model increases choice and expands the range of provision.

There are potential negative impacts for some people with daytime support needs and their carers resulting from a reduction in funding for community and voluntary support and associated transport, and the replacement of council-provided Health and Wellbeing Centres and Learning Disability Daytime Support Services with a new countywide, flexible Community Support Service.

This is particularly likely to impact on people with the protected characteristics relating to age, disability, gender and ethnicity. However, the model includes a number of mitigations to this, including support and funding for community and voluntary services to continue and transition support for people affected.

This is also reflected in mitigating the potential impacts on providers; we will offer support to enable them to transition to more self-sustaining models as well as funding to those that in areas of greatest need. We anticipate potential negative impacts for some staff, particularly in the council's daytime support services. We will mitigate this through a staff consultation process, alongside staff support.

This assessment will be updated with further information provided during the consultation.

Detail of Assessment:

Purpose of assessment:

This assessment considers the impact of proposed options for daytime support in Oxfordshire. The assessment considers the possible impact on the local population, whether this could impact differently on specific groups, and how the impact could be mitigated.

These options are being consulted on in autumn 2016. Consultation documents are available here: www.oxfordshire.gov.uk/daytimesupport

This assessment will be updated with further information provided during the consultation.

A recommendation on the county council's future funding of daytime support and approach to delivering this will be made by Cabinet in January 2017, for a final decision by Council in February 2017.

This assessment also fulfils the council's requirements under Section 149 of the Equalities Act 2010, as set out below:

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:

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

Social Value

Under the Public Services (Social Value Act) 2012 the Council also has an obligation to consider how the procurement of services contracts with a life value of more than £173,934¹ might improve the economic, social, and environmental well-being of the area affected by the proposed contract, and how it might act to secure this improvement. However, it is best practice to consider social value for all types of contracts, service delivery decisions and new/updated policies. In this context, 'policy' is a general term that could include a strategy, project or contract.

Context / Background:

We have carried out a review of daytime support for people aged over 18 in Oxfordshire. The review has focused on understanding the needs of vulnerable people for daytime support, specifically support to meet eligible care needs and support that prevents care needs escalating.

The review started in March 2016 and involved engagement work with more than 600 people currently using services, and their carers. It also involved detailed modelling work and appraisal of a range of options.

It covered voluntary and community provided daytime support, health and wellbeing centres, learning disability daytime support services, and the associated transport arrangements. This review is linked to: the review of respite services and the Oxfordshire carers' strategy and carers' personal budgets review.

The purpose of the review was to:

- Identify the needs of the population of Oxfordshire for daytime support
- Describe Oxfordshire County Council's aims in relation to daytime support
- Propose a model and options for future daytime support that meet the council's aims, statutory needs and are in the context of the current financial resources

¹ [EC Procurement Threshold for Services](#)

Further information is available in the consultation documents:

www.oxfordshire.gov.uk/daytimesupport

Proposals:

Personal budgets for everyone with eligible needs enabling choice between a range of voluntary sector, private sector, and county council services.

Open access tailored support for more vulnerable people delivered through the Dementia Support Service, which will continue to provide support to people with dementia and their families through Dementia Advisors, and the Wellbeing and Employment Service, which will continue to provide support to people aged over 18 with learning disabilities, autism and physical disabilities.

Supporting people to **live well in the community** through: information and advice; council services such as our bookable transport service, The Comet; and voluntary and community sector support. This includes grant funding totalling £250,000 a year – an Innovation Fund for the development of self-sustaining projects, and a Sustainability Fund for the ongoing delivery of targeted daytime support opportunities in areas of high need in the county; and other support including advice and support to develop self-sustaining models, and support to develop Good Neighbourhood Schemes.

A **council-provided**, countywide, flexible **Community Support Service**, which people can choose to purchase using Personal Budgets or self-fund. This service would replace our Health and Wellbeing Centres and Learning Disability Daytime support Services. It would support people with a wide range of needs for daytime support, including older people, people with learning disabilities, people with physical disabilities and people with dementia. It would provide transport integral to the service, to people eligible for transport support.

We are proposing **two options** for delivering this service:

Option A: Centre-based option for the Community Support Service

In this option, the service would be delivered from 8 dedicated buildings, in Oxford, Banbury, Didcot, Witney, Bicester, Wantage, Abingdon and Wallingford. They would provide multi-functional spaces, and deliver individual and group support, using facilities available at the base, as well as in local communities. A higher proportion of support would be delivered at the bases than in the alternative option (B).

Option B: Mixed option for the Community Support Service

In this option, the service would be provided to four geographical areas in Oxfordshire (City, North, South and West). There would also be four small, building bases in Oxford, Banbury, Didcot and Witney, they would include spaces suitable for people who need specialist equipment to meet their complex health needs, rooms equipped for sensory integration work sessions, and spaces where people who need to have quiet time can do so in a safe, supportive environment. The majority of the service will be provided as a range of flexible options to people in their communities, including individual and group support. It would use various community facilities as bases where needed, such as libraries, leisure centres and allotments.

This broad offer would replace all our other support and means that we would cease current grant funding to tier two day services for older people (£992,000). We would replace our Health and Wellbeing Centres and Learning Disability Daytime Support Service with the Community Support Service, which would provide a range of support which people can choose to purchase using their personal budgets or own resources. We would provide transport as part of this service to people who are eligible for transport support.

Oxfordshire County Council currently spends £9.3m per year on daytime support services. The total costs of proposals being made would run at an annual budget of either £5.9m (Option A) or £6.9m (Option B). More than £1m of the cost reduction is from a more efficient transport offer in county council daytime support services.

Evidence / Intelligence

Needs for daytime support

The first chapter of the consultation paper sets out the need for daytime support in Oxfordshire. This includes what people have told us daytime support means to them, what we have heard from organisations providing support, and what we know about the numbers of people who need support now and who are likely to need it in the future. In summary:

People have told us that their priorities for daytime support include social contact, getting out of the house, maintaining independence and having a meal. Alongside seeing friends, people with learning disabilities emphasised going to work, getting a job and learning new skills. Carers needs are predominantly for respite, but the support and opportunities that daytime support provides to those they care for is very important to them too, as well as the reassurance that they are safe and are being cared for by skilled, caring and qualified staff.

It is clear from the demographic predictions for Oxfordshire, that the numbers of older people needing care and support will continue to increase significantly. The numbers of people with learning disabilities and physical disabilities are also expected to rise slightly. As the numbers of people needing care and support are increasing, the numbers of carers are also increasing.

The areas of the county most likely to have greater needs for daytime support are mostly deprived urban areas, particularly in Oxford City and Banbury, as well as rural areas with especially high populations of older people. People with needs for care and support living in rural areas are likely to have particular needs around transport and housing. Some people from ethnic minority groups may have some particular needs around daytime support, for example relating to culture and/or language.

People with all levels of need benefit significantly from support to prevent their isolation and loneliness and maintain their independence and wellbeing.

Current use of daytime support

There is a wide range of daytime support available in Oxfordshire, including but extending far beyond support provided or funded by the council. This support meets a wide range of needs and ranges from activities open to everyone, to community

and interest groups, to preventative options for people with lower level needs, to more targeted provision for people with higher level needs.²

Oxfordshire County Council provides long-term support to approximately 6,000 people who have assessed eligible needs³, approximately 4,000 of whom are supported in their own homes. Many of these people will be accessing a range of daytime support.

Community Information Network, Wellbeing and Employment Service, Dementia Support Services

These countywide services provide a wide range of support, including information and advice and elements of daytime support or links to existing opportunities.

The Community Information Network, alongside providing information and advice, helps mostly older people to meet people and discover local activities or volunteering opportunities. Approximately 8000 people a quarter are supported directly by the service, of whom approximately half are supported by phone or email and a tenth are supported face-to-face. It also helps to develop and supports good neighbourhood schemes, which offer befriending visits, voluntary transport and practical support to vulnerable people.

The Wellbeing and Employment Support Service, 'OxForward' provides wellbeing and employment support to people over the age of 18 with learning disabilities, autism and physical disabilities. The service is expected to support 700 people each year to increase their wellbeing through various opportunities, of which a 100 people to move into and maintain volunteering roles and a 100 people to move into and maintain employment.

The Dementia Support Service provides support to people with dementia and their families across Oxfordshire, through Dementia Advisors. They provide information, advice, signposting and face to face and telephone support to enable people with dementia to live in their own homes for as long as possible. The service also includes enhanced family support to people with early onset of dementia, training for staff working in services supporting people with dementia, carers and communities and establishing and facilitating carer support groups. It provides face to face support to an average of 120 people per week. The service works with GPs, Memory Clinics, dementia-related voluntary organisations and other professional partners to raise awareness, identify people diagnosed with dementia and ensure they have access to support services.

'Tier 2' services for older people

There are numerous day opportunities for older people across the county, largely provided by the voluntary sector and community groups. The majority of those which Oxfordshire County Council provides grant funding to are local day centres or lunch clubs, open one or a few days per week. This includes some specialist and targeted provision, for example day centres for people with dementia and day centres for the Chinese community. Approximately 1000 people use these services in total, with an

²See www.oxfordshire.gov.uk/livewell for more information

³ See Eligibility information (Appendix 4)

average daily usage of 229 people. We estimate that 5%, approximately 50 people, using these services have assessed eligible needs.

Health and Wellbeing Centres

Oxfordshire County Council provides day services to older people at Health and Wellbeing Centres, which are spread across the county. 499 people use these services, 37% of whom receive long-term support for assessed eligible needs. Of this 37%, 51% live alone while 42% live at the same address as their main/informal carer. Of those who do not receive long-term support for assessed eligible needs, 45% live alone and 51% live at the same address as their main/informal carer.²³ The average daily usage of these services is 149 people. One of the Health and Wellbeing Centres, the Elms in Witney, is run by an external provider – Leonard Cheshire. The average daily usage of this service is 19 people.

Learning disability Daytime Support Service

Oxfordshire County Council provides day services to people with learning disabilities at Learning Disability Daytime Support Services, which are spread across the county. 341 people use these services, 100% of whom receive long-term support for assessed eligible needs.⁴ 1% live alone while 99% do not live alone. 83% have a main/informal carer, while 17% do not. 49% live at the same address as their main/informal carer.⁵ 47% live in some form of supported accommodation. The average daily usage of services is 205 people.

Externally provided Learning Disability Daytime Support Services

There are a number learning disability daytime support services provided by external providers, mostly the voluntary sector. People with learning disabilities can choose to access these using their Personal Budgets. Over 100 people use the various centre-based services. There are also a range of centreless alternatives which people with learning disabilities access through Personal Budgets, for example horticulture and farming based daytime support activities.

Direct payments

1445 people, of the 4000 who have assessed eligible needs the council provides long-term support to living in their own homes, use Direct Payments.⁶ Some will be using these Direct Payments to pay for daytime support, for example to employ a Personal Assistant to support them in social, leisure and learning opportunities. However we do not know how many will be using their Direct Payments on daytime support, as people can choose how to use it to support their assessed eligible needs.

Alternatives considered / rejected:

This review followed the joint budget that was set by the County Council in February 2016 and committed a review of Oxfordshire County Council Health and Wellbeing Centres and community and voluntary sector provided and Oxfordshire County Council part funded daytime support for older people (tier 2) to save £1 million. It

⁴ See Eligibility information (Appendix 4)

⁵ Data from April 2016

⁶ See 'A Guide to Direct Payments' <https://www.oxfordshire.gov.uk/cms/content/direct-payments>

has taken place in the context of the council having £15.2 million of unidentified savings to make between 2017/18 and 2019/20.

The savings proposals previously considered and rejected were: ceasing to provide Health and Wellbeing Centres mostly for older people; ceasing £992,000 of grant funding to tier 2 community and voluntary daytime support services mostly for older people; and ceasing to provide associated transport.

The review looked at daytime support for all adults in Oxfordshire, as daytime support is an important part of the lives of many older people, people with dementia, people with learning disabilities and people with physical disabilities. It provides vital links to the community that help people to live independent and fulfilling lives. We want to ensure it meets a wide range of needs and is fit for the future and sustainable over the longer term, in a challenging financial context. Leaving current arrangements unchanged was not an option, as the current model does not meet the full range of needs for daytime support, people's changing aspirations, and the challenging financial context.

The proposed model offers support to enable people to live well in their communities, offers additional tailored support to vulnerable people to increase their wellbeing and live as independently as possible, and provides a core service to people who have assessed eligible needs for support.

The options proposed for meeting people's assessed eligible needs for support acknowledges that as more and more people in Oxfordshire with assessed eligible needs have been able to choose how to use their own personal care budgets, there is a great deal more choice of services on offer. We considered the option of moving all the provision of daytime support into the community and voluntary and private sectors. This would have been funded via personal budgets. However, this was not taken forward, on the basis that a council provided service could act as a provider of last resort, mitigate the risks of market failure and of specific provider failure, and increase the choice available to individuals.

In developing the options for the Community Support Service proposed, we took into account the priorities and ideas shared by the working group of people who use daytime support services and carers. Priorities included ensuring a flexible range of support and facilities to meet people's needs, and opportunities for people to take part in stimulating activities – further information is available in Appendix 3 – Working Group Report.

Modelling work was also carried out to explore different options. Further information on the options explored is provided in Appendix 6 - Methodology for determining council provided Community Support Service. Broadly, the modelling process involved: defining the total number of locations for bases; the ideal locations based on minimising the distance of current service users from their nearest base; and for the given number of existing locations, determining which locations centre-based services should run from.

Impact Assessment:

Impact on Individuals and Communities:

The reduction in funding for daytime support, if it results in a reduction in the availability of service, may have an adverse impact on people using these services and their carers if there is no suitable mitigation in place. Main risks and mitigations are detailed below.

People using currently funded tier 2 services – community and voluntary daytime support services

We would replace our current annual funding for 47 community daytime support services of £992,000 a year, with grant pots totalling £250,000 a year, which services could bid for under the following two categories:

Sustainability fund - We propose to provide grants to enable the ongoing delivery of daytime support services in areas of high need.

Innovation fund - We propose to provide one-off grant funding to establish self-sustaining projects to fill gaps in services.

We will offer support to voluntary and community organisations to become self-sustaining, and communities to develop local solutions, through the community and voluntary sector support we fund.

These mitigations are designed to reduce the likelihood of a reduction in service availability, and thus any adverse effect.

Transport – We will work with affected services to find alternatives to current transport arrangements, including offering our bookable transport service (The Comet) and supporting the development of Good Neighbour Schemes, as the current model for transport for some daytime support services will not be provided.

People using currently provided tier 3 services – Health and Wellbeing Centres

The Community Support Service would replace our Health and Wellbeing Centres and Learning Disability Daytime Support Services. People could choose to purchase support from this council-provided, countywide, flexible service, using Personal Budgets or self-funding.

Transition support

The range of support outlined to support people to live well in their communities, will enable people using current services to explore alternatives. It will also support voluntary and community groups providing current services to move towards self-sustaining models of provision, as far as possible.

Our newly commissioned voluntary infrastructure service will support communities and specific groups within them most affected by reductions in our services, to develop creative, community-led solutions to meet their needs.⁷ The service will promote and develop volunteering across the county, and will work with communities to support and empower them to identify issues, find their own solutions and become

⁷ The service is provided by [Oxfordshire Community and Voluntary Action](#), in partnership with Community First Oxfordshire, Volunteer Link Up, Volunteer Connect and Oxfordshire Youth

more active. It will also support voluntary and community organisations to increase their effectiveness and build their capacity, and will facilitate organisations networking and partnership working to shape Oxfordshire’s communities. This will support the development of a wide range of opportunities to enable people to live well in their communities. Solutions will vary from place to place, depending on communities’ needs and resources. For example, it could involve developing new Good Neighbour Schemes, which offer befriending visits, voluntary transport and practical support to vulnerable people. It could also involve developing new forms of support, for example some schemes in the county provide practical and social group-based support to older people, such as food shopping outings.

In the first year, we propose that the Innovation Fund is used to support existing initiatives to transition to self-sustaining models and we will support them to do this through the infrastructure support service we fund. We will also prioritise support to the development of transport alternatives, including through good neighbourhood schemes and enabling the development of partnership arrangements with local organisations.

Everyone will be offered the opportunity of an assessment, to determine whether they have eligible needs for support.⁸ Everyone who has assessed eligible needs for support will be supported to explore their options and decide how they want their needs to be met in the future, in line with their needs, aspirations and resources.

The Community Information Network will work as a strategic partner with Oxfordshire County Council to support people to live well in their communities, keeping people socially connected by linking them to existing activities in their area. Oxfordshire County Council will work with the Community Information Network service to develop and enhance the council's information and advice offer to Oxfordshire residents.

In the event that changes are agreed to daytime support, in order to support any transition for people, from April 2017 the Community Information Network will prioritise working with people who have been attending Health & Wellbeing Centres and other directly affected services and have been assessed as not having eligible social care needs, or have decided not to have a social care needs assessment. The Community Information Network will assist these people to find alternative day time support in their communities, providing a 'bespoke package' of information and advice relevant to each individual. This could include choosing to buy a council service, befriending, transport, practical support from a good neighbour scheme, attending a local lunch club, or joining a local social group. This will ensure a personalised transition from current daytime support services for those people who do not have eligible needs.

Summary of risks and mitigations for people with daytime support needs

| Risk | Mitigation |
|------|------------|
|------|------------|

⁸ See Eligibility information (Appendix 4)

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| <p>There is a risk that, if the proposed new model for daytime support is not effective in enabling services to continue and in helping alternatives to develop and supporting people to use them, people's existing needs may escalate as a result of not receiving daytime support.</p> | <p>The proposed options include support to enable community and voluntary support to continue and develop, as well as to support new self-sustaining initiatives to develop.</p> <p>The proposed options include support and funding to increase the range of support options available. This could have a positive impact, as support options are developed to reflect new or unmet demand.</p> <p>The council would also ensure people are aware of alternative ways to meet their care and support needs, through the information and advice proposals. The council will also ensure people who have eligible needs for care and support.</p> <p>The new council service will provide flexible, countywide support to meet a wide range of needs. This could increase the suitability of support, to meet a wider range of needs.</p> |
| <p>There is an increased risk of social isolation amongst people using daytime support services if the daytime support service remains open, but funding for transport to the centre is removed as this would limit access for those who rely on council-funded transport (e.g. adjusted minibuses for wheelchair users)</p> <p>There could be an increased risk of this in more isolated, rural communities without public transport links.</p> | <p>Transport support will be provided to everyone who is eligible for transport support, in accordance with their assessed needs. Information and advice will be provided to people using services about alternative sources of transport available across the county.</p> <p>Voluntary and community sector providers may be able to source transport to their services for people in need of this. The council will work with affected services to find alternatives.</p> <p>The council will offer The Comet, our bookable transport service. The council will also facilitate the development of good neighbourhood schemes, which offer transport alongside befriending and practical support.</p> <p>Support will be targeted at most affected communities, and solutions tailored to their needs and local available resources.</p> |
| <p>There is an increased risk that people with lower incomes will be adversely affected, if community and voluntary provided services become more dependent on raising income from increasing</p> | <p>The Sustainability Fund – yearly grants – will be targeted at enabling the ongoing delivery of daytime support opportunities which are in areas of high need in the county. We would determine this primarily according to the index of multiple deprivation, as well as the information we hold</p> |

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| <p>charges. This could also apply to people using council services who are assessed as not having eligible needs, who could choose to self-fund this support or use alternatives.</p> | <p>on the sustainability of services, the needs and resources of the local community, and on how the service meets our aims for daytime support. This will mitigate the impact of the reduction in grant funding on services which would be most affected and least able to transition to more self-sustaining models of delivery, and therefore, people who use these services.</p> |
| <p>There is a risk that if daytime support services' support is reduced, carers may struggle to find suitable, sustainable alternatives which make it possible for them to continue in their caring role. This will especially impact on carers who provide high levels of support, working carers, and carers with other responsibilities, for example caring for children. There is a risk that this could lead to the breakdown of caring relationships, with negative consequences for carers and the person they care for.</p> | <p>Assessments will be offered to all carers supporting people who use these services, and their needs for support met if they are eligible.</p> <p>Work has taken place with carers to understand their needs within the context of daytime support and proposals have taken these needs into account. We will ensure that people with daytime support needs who need full days of support, and carers who need full days of respite, are able to access this.</p> |
| <p>There is a risk that people using council daytime support services are likely to have to travel further, as the number of locations is reduced.</p> | <p>The Community Support Service would provide countywide support, including on an outreach basis in local communities as well as in building bases. The building base locations chosen were partially modelled on reducing travel distances for people using daytime support services. Under the centre-based model of option A, the average journey would be 4.6km. Under the mixed-model of option B, the journey for people needing to use the 4 bases would be higher, and for everyone else it would be likely to be lower.</p> <p>Integrating the transport into the support service, will mean shorter journeys for many people, and journeys will be planned flexibly according to individuals' needs.</p> |

Impact on individuals and communities – protected characteristics

The potential risks and mitigations set out above could particularly apply to older people and people with disabilities, who use daytime support. They could also particularly apply to women, as the majority of older people, and carers, are women. They could also particularly apply to people from ethnic minority groups, as more

people with ethnic minorities are likely to have a disability. The mitigations take this into account, with support and options available to those who could be most affected.

We anticipate that people with the protected characteristics of gender reassignment, pregnancy and maternity, religion or belief (including lack of belief), sexual orientation, and marriage and civil partnership, are not at risk of being adversely affected by the proposals. There could potentially be a positive impact, as the proposals include support to new initiatives to develop – through the Innovation Fund – which could support targeted initiatives developed to meet particular needs.

Impact on Staff:

| Risk | Mitigation |
|--|---|
| In the short-term, there is a risk that there will be an increased demand for services provided by the adult social care teams. | Effective transition planning will mitigate this risk. It will include the provision of additional staffing resource. |
| When we look at staffing needs and the structure for the proposed new Community Support Service, they are different from those in the current service. As a consequence of the proposals there are likely to be redundancies across day services and we are anticipating the need to develop new job descriptions. | Following decisions on the overall future shape of daytime support, and as part of the decision-making process in developing the Community Support Service, the full impact on staff will be assessed and an appropriate staff consultation would take place. We want to keep as many people employed in permanent roles as possible and have suspended recruitment to permanent roles to support this process. Support is also available to staff throughout. |

Impact on other Council services:

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|---|---|
| In the short-term, there is a risk that there will be an increased demand for services provided by the adult social care teams. | Effective transition planning will mitigate this risk. It will include the provision of additional staffing resource. |
|---|---|

Impact on providers:

| Risk | Mitigation |
|--|--|
| The proposals for community and voluntary daytime support services are likely to have adverse impacts on | Engagement with voluntary and community sector providers will begin early, so that providers can consider: |

providers of these services who are currently funded by Oxfordshire County Council. This also applies to their staff and volunteers.

The extent of this impact will depend on the sustainability of each provider, and how dependent it is on county council funding. It will also depend on whether they opt to seek alternative operating models and/or sources of funding, and how successful they are in achieving this.

This is particularly likely to impact on providers in areas of deprivation, with fewer resources particularly financial means of local people to pay for services and potentially, volunteering capacity. This will reduce the likelihood of providers in these areas to develop more self-sustaining models, including generating other sources of income.

- reviewing their business models
- planning service changes with local communities
- sharing expertise and learning from each other
- opportunities for joint working
- alternative sources of funding and income generation

This will be supported by council-funded voluntary and community infrastructure support, which will work with affected providers to develop self-sustaining models.

This will also be supported by the availability of grant funding, which providers can apply for. This will support services which are unable to develop self-sustaining models in areas of high need, as well as enable new self-sustaining initiatives to develop.

The Sustainability Fund – yearly grants – will be targeted at enabling the ongoing delivery of daytime support opportunities which are in areas of high need in the county. We would determine this primarily according to the index of multiple deprivation, as well as the information we hold on the sustainability of services, the needs and resources of the local community, and on how the service meets our aims for daytime support. This will mitigate the impact of the reduction in grant funding on services which would be most affected and least able to transition to more self-sustaining models of delivery.

Social Value

If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area.

How might the proposal improve the economic well-being of the relevant area?
N/A

How might the proposal improve the environmental well-being of the relevant area?
N/A

Action plan:

| Action | By When | Person responsible |
|--|---|---------------------------|
| Review Service and Community Impact Assessment - incorporating feedback via the public consultation – to feed into the decision-making process. | Post consultation and pre-decision making process – by January 2017 | Benedict Leigh |
| The implementation and development of any new model would be monitored and reviewed, to ensure that impact can be assessed and further mitigations developed if required. The council will work closely with its partners in this. | The initial post implementation review is planned to start on 1 st April 2018. | Benedict Leigh |

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

| Version | Date | Notes (e.g. Initial draft, amended following consultation) |
|---------|--------------|---|
| V1 | October 2016 | Pre-consultation draft |