# Service and Community Impact Assessment (SCIA)

## Front Sheet:

**Directorate and Service Area: Corporate/ Transformation**

### What is being assessed?

This Assessment considers whether individual projects or the collective delivery of projects within the Fit for Future Transformation Programme have a disproportionate effect on any particular group in the community or on the workforce as a whole within the council.

**Responsible owner / senior officer:** Graham Shaw/Lola Williams

**Date of assessment:** 14th November 2016

### Summary of judgement:

It is not possible, at this stage of the transformation programme, to identify specific groups of customers or staff affected by the proposals, as they are too high level. It is clear, however, that the scope and scale of transformation proposed would result in significant changes to the organisation, staff, working practices, services to customers, and the manner in which they are engaged by the Council. This judgement is therefore an outline assessment for the programme.

Where a work stream/project may have an equalities impact, a specific Equalities Assessment will be undertaken, describing the potential impact, assumptions and any mitigating actions which may need considering. The assessment will be tested with service users and/or employees and their trades union representatives as appropriate and updated to take account of any new information, which will be considered during the decision making process.

The proposed work around the Digitalisation of our frontline services is most likely to have an impact on our residents. The intention is to promote digital first for all council services. In scope will be the reduction of council telephone numbers to have more streamlined access for the public. Assumptions will be evidence based as far as practicable. For example, we will test our assumptions in relation to Digital usage not just by older people but with all protected groups. The first of such evidence gathering will take place in January 2017 It is our intention following evidence gathering that we will address any need requirements for protected groups as well as ensure that there is sufficient support and alternatives to IT reliance which will mitigate any adverse impact on protected groups.

## Purpose of assessment:

This is a community service assessment required because of proposals to transform the council's current operating model. This assessment is intended to help Senior Management consider the potential impact of transformation on the community, individual members of staff as well our partners to ensure that the transformation as proposed in the Fit for the Future programme does not discriminate against the protected characteristics of the groups mentioned.

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

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 £173,934[1] 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:

Nationally, funding cuts that have been made since 2010 to Local Council's and these will continue. By 2020 the Council expect that very little, if any, of our funding will come from central government. The rest will have to be raised locally, through council tax, business rates, charges for services and creative approaches to securing other funding. While we would all like more resources, the very positive dimension to this change is that we will be in greater control of our finances, and better connected and more responsive to our local economy.

Oxfordshire County Council therefore faces some big challenges but also big opportunities over the coming years. But, these pressures do mean that we have to think differently about what the council does, how it does it and how it supports the growth we need locally. Working with our partners to share functions and jointly deliver services will also become increasingly important. Experience from elsewhere shows that it is possible to deliver better outcomes with less resource especially when council's use digital technology to increase customer self-service and community-led solutions.

To enable the transition to take place from where we are now to the future which is a council that will become a more positive and outward facing organisation. The new operating model will allow for an improved customer experience (anytime, anywhere, any channel access for customers, the removal of systems and processes and approaches to service delivery that encourages working in silos, the delivery of high quality management information & Business Intelligence and a digital first approach, utilising cloud technologies and adopting an integrated systems approach that will enable a customer focused approach.

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[1]1 EC Procurement Threshold for Services

## Proposals:

The primary objective and overarching theme of the Transformation Programme is to deliver a council that is responsive, adaptable and that can continuously develop modern and efficient services, thus making Oxfordshire a place where local residents and businesses flourish. The Fit for Future Programme is expected to deliver £15m savings over the next three years through workstreams as outlined below.

**Digital First:** This work stream will ensure that the council explores and implements new technologies to deliver services more effectively by using digital platforms which will enable partners and agencies to collaborate better. The delivery of the workstream will enable our customers to self-serve with confidence and promote independence thus supporting the prevention and early intervention agenda.

**Business Efficiencies**: This work stream will enable the council to boost productivity by creating a "smarter state" which requires an evidence-based understanding of what is needed. The primary focus is to consolidate core support functions thus streamlining our processes to reduce duplication of effort and introduce initiatives that will allow for a lean approach to service delivery. To achieve this, a review of our existing core support functions is required. In scope include finance, ICT, Procurement & Commissioning, Admin/Business Support/PA'a, Contract, Complaints & FOI's and Project/Programme Management. It is expected that there will be a reduction of staff as a result of this work.

**Workforce for the Future:** It is expected that this work stream will develop and promote a healthy workforce that is flexible and agile, with the appropriate skillset to meet the future needs of local communities we serve. Cultural change is critical to sustainable transformation therefore change management and organisational development is a key project within this workstream.

**Customer Journey front Door:** This workstream will review the Customer Journey with a view to ensuring that the customer experience is seamless, right first time, efficient and accessible anytime anywhere and will be customer focused.

**Evidence / Intelligence:**
Oxfordshire's older population has grown quicker than the regional and national averages. It is expected to grow at twice the rate of the county's population as a whole. In recent years, life expectancy for men has risen faster than for women, narrowing the gap between the two. Disability free life expectancy and health life expectancy has been rising more slowly than overall life expectancy, meaning that more people are likely to be living into older age with long term conditions.

**Alternatives considered / rejected:**
If we do nothing, the council will struggle with an ever decreasing budget envelope, to provide modernised service that is fit for the future where digitalisation is a key player. The Council is therefore unable to maintain the current position.

# Impact Assessment:

Identify any potential impacts of the policy or proposed service change on the population as a whole, or on particular groups. It might be helpful to think about the largest impacts or the key parts of the policy or proposed service change first, identifying any risks and actions, before thinking in more detail about particular groups, staff, other Council services, providers etc.

It is worth remembering that 'impact' can mean many things, and can be positive as well as negative. It could for example relate to access to services, the health and wellbeing of individuals or communities, the sustainability of supplier business models, or the training needs of staff

**Impact on Individuals and Communities:**

**Community / Group being assessed (as per list above – e.g. age, rural communities – do an assessment for each one on the list)**
Summarise the specific requirements and/or potential impact on this community / group, and then highlight the most significant risks and mitigating action that has been or will be taken.

| Risks | Mitigations |
|---|---|
| Age (people of different age groups)-Customer Journey/Digital First | The website will be the main channel for customers to contact us. We are aware that nationally an average of 38.7% of adults aged 75 years and over use the internet on a regular basis. In Oxfordshire our rates are higher than the national average for internet use. However, the internet pages will be written using clear and concise language, and navigation will be simplified to support less digitally able people. Telephone and Face to Face support will remain available for those who need help or are unable use digital services to access the internet. We will carry out usability testing throughout |

| | website and service developments to ensure that customers have been consulted at all stages and that their needs and requirements are addressed. |
|---|---|
| **Disability**<br>Customer Journey/Digital First | We will maintain a telephone service that will continue to support our residents who are blind/ partially sighted or their disability means that they are unable to access digital services. Usability testing for the website and other service will take place to ensure that customers have been consulted at all stages and that their needs and requirements addressed. |

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|---|---|
| **Gender re-assignment (a person has the protected characteristic of gender reassignment if the person is proposing to undergo, is undergoing or has undergone a process (or part of a process) for the purpose of reassigning the person's sex)** | No risks |
| **Marriage and civil partnership (the person is married or is a civil partner)** | No risks |
| **Pregnancy and maternity (pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth)** | No risks |
| **Race (includes colour, nationality, and ethnic or national origins)** | .<br>No risks |
| **Religion and Belief (any religion and including a lack of religion. A belief means any religious or philosophical belief or a lack of belief)** | We predict no adverse impact to any particular religious community in using the web. |
| **Sex (a man or a woman)** | We predict no adverse impact to any particular gender.<br><br>. |
| **Sexual orientation (a sexual orientation towards people of the same sex, people of the opposite sex or people of either sex)** | We predict no adverse impact to any particular gender. |
| **Additional Categories e.g. any impact on rural communities or areas of deprivation.** | The Programme envisages the development of community hubs – based on large part on libraries. 21 core libraries and 22 community libraries (partly staffed by volunteers) service the whole county including our rural communities. Community hubs will provide for the co-location of services, digital assistance for residents and face to face support for residents when needed |

| **Impact on Staff:** |
|---|

Summarise the specific requirements and/or potential impact on staff, and then highlight the most significant risks and mitigating action that has been or will be taken.

| Risks | Mitigations |
|---|---|
| **Staff reduction** Business Efficiencies (consolidation of core functions) | This will be mitigated through natural attrition and HR processes |
| Change in staff skill sets required in some instances across the council. | This will be mitigated with effective training and support for staff. |

## Impact on other Council services:

Summarise the specific requirements and/or potential impact on other council services, and then highlight the most significant risks and mitigating action that has been or will be taken.

| Risks | Mitigations |
|---|---|
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## Impact on providers:

Summarise the specific requirements and/or potential impact on providers of council services, and then highlight the most significant risks and mitigating action that has been or will be taken.

| Risks | Mitigations |
|---|---|
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|  |  |

**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?**

**How might the proposal improve the environmental well-being of the relevant area?**

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**Action plan:**

Summarise the actions that will be taken as a result of the assessment, including when they will be completed and who will be responsible. It is important that the officer leading on the assessment follows up to make sure the actions are completed, and updates the assessment as appropriate. Any significant risks identified should also be added to the appropriate service or directorate risk register, to ensure they are appropriately managed and reviewed.

| Action | By When | Person responsible |
|---|---|---|
| Fit For the Future Programme Implementation 1<sup>st</sup> Phase | April 2017 | Graham Shaw via PMO and Transformation Programme Board. |
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**Monitoring and review:**

Try to be as specific as possible about when the assessment will be reviewed and updated, linking to key dates (for example when consultation outcomes will be available, before a Cabinet decision, at a key milestone in implementation)

**Person responsible for assessment:**

| Version | Date | Notes (e.g. Initial draft, amended following consultation) |
|---|---|---|
| V01 | 27/11/2016 | Initial draft |
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