



Notice of a Meeting

Performance Scrutiny Committee

Thursday, 15 December 2016 at 10.00 am

Rooms 1&2 - County Hall, New Road, Oxford OX1 1ND

Membership

Chairman Councillor Liz Brighthouse OBE
Deputy Chairman -

| | | | |
|---------------------|------------------|----------------|--------------|
| <i>Councillors:</i> | Sam Coates | Patrick Greene | John Sanders |
| | Yvonne Constance | Jenny Hannaby | Vacancy |
| | OBE | Stewart Lilly | |
| | Janet Godden | Charles Mathew | |
| | Mark Gray | | |

Notes: *A pre-meeting briefing will take place in the Members' Board Room at 9.30am on the day of the meeting.*

Date of next meeting: 5 January 2017

What does this Committee review or scrutinise?

- The performance of the Council and to provide a focused review of:
 - Corporate performance and directorate performance and financial reporting
 - Budget scrutiny
- the performance of the Council by means of effective key performance indicators, review of key action plans and obligations and through direct access to service managers, Cabinet Members and partners;
- through call-in, the reconsideration of decisions made but not yet implemented by or on behalf of the Cabinet;
- queries or issues of concern that may occur over decisions being taken in relation to adult social care;
- the Council's scrutiny responsibilities under the Crime and Justice Act 2006.

How can I have my say?

We welcome the views of the community on any issues in relation to the responsibilities of this Committee. Members of the public may ask to speak on any item on the agenda or may suggest matters which they would like the Committee to look at. **Requests to speak must be submitted to the Committee Officer below no later than 9 am on the working day before the date of the meeting.**

For more information about this Committee please contact:

| | | |
|------------------------------|---|---|
| Chairman | - | Councillor Liz Brighthouse E.Mail: liz.brighthouse@oxfordshire.gov.uk |
| Policy & Performance Officer | - | John Courouble, Research & Intelligence Manager Tel: (01865) 896163 Email: john.courouble@oxfordshire.gov.uk |
| Committee Officer | - | Colm Ó Caomhánaigh, Tel 07393 001096 colm.ocaomhanaigh@oxfordshire.gov.uk |

PG Clark

Peter G. Clark
County Director

December 2016

About the County Council

The Oxfordshire County Council is made up of 63 councillors who are democratically elected every four years. The Council provides a range of services to Oxfordshire's 678,000 residents. These include:

| | | |
|------------------|----------------------|-----------------------|
| schools | social & health care | libraries and museums |
| the fire service | roads | trading standards |
| land use | transport planning | waste management |

Each year the Council manages £0.9 billion of public money in providing these services. Most decisions are taken by a Cabinet of 9 Councillors, which makes decisions about service priorities and spending. Some decisions will now be delegated to individual members of the Cabinet.

About Scrutiny

Scrutiny is about:

- Providing a challenge to the Cabinet
- Examining how well the Cabinet and the Authority are performing
- Influencing the Cabinet on decisions that affect local people
- Helping the Cabinet to develop Council policies
- Representing the community in Council decision making
- Promoting joined up working across the authority's work and with partners

Scrutiny is NOT about:

- Making day to day service decisions
- Investigating individual complaints.

What does this Committee do?

The Committee meets up to 6 times a year or more. It develops a work programme, which lists the issues it plans to investigate. These investigations can include whole committee investigations undertaken during the meeting, or reviews by a panel of members doing research and talking to lots of people outside of the meeting. Once an investigation is completed the Committee provides its advice to the Cabinet, the full Council or other scrutiny committees. Meetings are open to the public and all reports are available to the public unless exempt or confidential, when the items would be considered in closed session.

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named on the front page, giving as much notice as possible before the meeting

A hearing loop is available at County Hall.

AGENDA

1. **Apologies for Absence and Temporary Appointments**
2. **Election of Deputy Chairman for the remainder of the 2016/17 Council Year**
3. **Declarations of Interest - Guidance note on back page of the agenda**
4. **Minutes (Pages 1 - 6)**

To approve the minutes of the meeting held on 27 October 2016 (**PSC4**) and to receive information arising from them.

5. **Petitions and Public Address**
6. **Service and Resource Planning 2017/18 - 2020/21 and Capital Budget 2017/18 (Pages 7 - 82)**

10.10

This report is one in the series on the Service & Resource Planning process for 2017/18 to 2020/21, providing councillors with information on budget issues for 2017/18 and the medium term. This report presents the new pressures and savings for 2017/18 and the medium term, the key announcements of the Autumn Statement announced on 23 November 2016; and the capital programme proposals for 2017/18 to 2020/21.

The Committee is invited to consider and comment on both the revenue and capital budget proposals.

Indicative timings:

10.10 Service and Resource Planning 2017/18 – 2020/21

12.00 Capital Budget 2017/18

7. **Daytime Support Consultation (Pages 83 - 94)**

12.30

The Lead Commissioner (Adults) will give a presentation (**PSC7**) on the current consultation process for the review of Daytime Support. A summary of the new model is attached for information. The full consultation documents and detailed report on which the consultation is based are available online at

<https://consultations.oxfordshire.gov.uk/consult.ti/DaytimeSupport/consultationHome>

Declarations of Interest

The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

- (a) fail to register a disclosable pecuniary interest within 28 days of election or co-option (or re-election or re-appointment), or
- (b) provide false or misleading information on registration, or
- (c) participate in discussion or voting in a meeting on a matter in which the member or co-opted member has a disclosable pecuniary interest.

Whose Interests must be included?

The Act provides that the interests which must be notified are those of a member or co-opted member of the authority, **or**

- those of a spouse or civil partner of the member or co-opted member;
- those of a person with whom the member or co-opted member is living as husband/wife
- those of a person with whom the member or co-opted member is living as if they were civil partners.

(in each case where the member or co-opted member is aware that the other person has the interest).

What if I remember that I have a Disclosable Pecuniary Interest during the Meeting?

The Code requires that, at a meeting, where a member or co-opted member has a disclosable interest (of which they are aware) in any matter being considered, they disclose that interest to the meeting. The Council will continue to include an appropriate item on agendas for all meetings, to facilitate this.

Although not explicitly required by the legislation or by the code, it is recommended that in the interests of transparency and for the benefit of all in attendance at the meeting (including members of the public) the nature as well as the existence of the interest is disclosed.

A member or co-opted member who has disclosed a pecuniary interest at a meeting must not participate (or participate further) in any discussion of the matter; and must not participate in any vote or further vote taken; and must withdraw from the room.

Members are asked to continue to pay regard to the following provisions in the code that *“You must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself”* or *“You must not place yourself in situations where your honesty and integrity may be questioned.....”*.

Please seek advice from the Monitoring Officer prior to the meeting should you have any doubt about your approach.

List of Disclosable Pecuniary Interests:

Employment (includes *“any employment, office, trade, profession or vocation carried on for profit or gain”*.), **Sponsorship, Contracts, Land, Licences, Corporate Tenancies, Securities.**

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members’ conduct guidelines. <http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/> or contact Glenn Watson on **07776 997946** or glenn.watson@oxfordshire.gov.uk for a hard copy of the document.

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PERFORMANCE SCRUTINY COMMITTEE

MINUTES of the meeting held on Thursday, 27 October 2016 commencing at 10.00 am and finishing at 12.55 pm

Present:

Voting Members: Councillor Liz Brighthouse OBE – in the Chair

Councillor Sam Coates
Councillor Janet Godden
Councillor Mark Gray
Councillor Patrick Greene
Councillor Jenny Hannaby
Councillor Stewart Lilly
Councillor Charles Mathew
Councillor John Sanders
Councillor Neil Owen (In place of Councillor Steve Harrod)
Councillor David Wilmshurst (In place of Councillor Yvonne Constance OBE)

Other Members in Attendance: Councillor Heathcoat (for Agenda Item 6)

By Invitation: Anthony Stansfeld, Police and Crime Commissioner for Thames Valley
Francis Habgood, Chief Constable, Thames Valley Police

Officers:

Whole of meeting Steven Jones, Policy and Performance Officer; Colm Ó Caomhánaigh, Committee Officer

Part of meeting

| Agenda Item | Officer Attending |
|--------------------|---|
| 6 | Benedict Leigh, Strategic Commissioner (Adults) |
| 7 | John Courouble, Research Intelligence Manager |
| 9 | Daniel Ruaux, Strategic Lead for Missing Children; Hannah Farncombe, Deputy Director – Safeguarding. |

The Scrutiny Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting and agreed as set out below. Copies of the agenda and reports are attached to the signed Minutes.

48/16 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

(Agenda No. 1)

Apologies were received from Councillor Constance (Councillor Wilmshurst substituting) and Councillor Harrod (Councillor Owen substituting).

49/16 MINUTES

(Agenda No. 3)

The minutes of the meeting held on 22 September 2016 were approved and signed as a correct record.

50/16 THAMES VALLEY POLICE AND POLICE AND CRIME COMMISSIONER'S ANNUAL REPORT

(Agenda No. 5)

Mr Stansfeld presented the Police and Crime Commissioner's challenges and issues for 2016/17 and beyond:

- The PCC elections have resulted in a divided situation where the posts in larger conurbations are dominated by one party and the rest are mostly with another party.
- National events have resulted in a changed team of Ministers and Shadow Ministers.
- Finances should now be on an even keel following cuts made over the last four years.
- Many special capabilities, such as air support for example, will have to be resourced at a regional or national level.
- At a national level radicalisation and cyber attacks are major problems. The IRA threat is under control but hasn't gone away.
- At a local level organised crime, modern slavery, prostitution, drugs and illegal sales of tobacco and alcohol are significant issues.
- The Government has signalled its intention to legislate to enable PCCs to hold their local fire and rescue services to account if PCCs are able to demonstrate a clear business case for doing so.
- The PCC is required by law to have a 5 year plan. This is under consultation now and must be in place by the end of March 2017.

Members of the Committee challenged Mr Stansfeld's intention to bring the Fire and Rescue Service under the PCC and asked that consideration be given to the way in which the Service works well with other council services such as Adult Social Care. The point was also made that the Service is very representative of the communities it serves and this could be lost if centralised. The Commissioner responded that the amalgamation of police forces into the Thames Valley Police was successful and the fire services are much smaller organisations. It is estimated that savings of £8m to £10m could be made if there was one regional service. The Chairman requested that the Committee have an opportunity to discuss the draft case being made by the Commissioner.

Members of the Committee questioned the appointment of a Deputy to the PCC without public advertisement of the post. The Commissioner responded that the law allows him to make a personal appointment and he is not aware of any deputy positions being advertised in other areas. The appointment is subject to a confirmation hearing.

Chief Constable Habgood presented slides outlining the force's commitment to the public and made a number of additional points:

- The current number of Community Support Officers will be maintained.
- He conceded that the police website was a bit clunky for members of the public so they tend to revert to more traditional methods of contact. That is being addressed with a new design.
- Changes in recording methodology are mostly responsible for the increase in the figures for violent crime.

Members of the Committee asked about measures to improve safety on the A34. The Chief Constable reported that the Transport Minister had decided to review safety on the road even though the accident level had not hit the point that would normally trigger a review. Distraction (for example by mobile phones) was a growing problem and one that cannot be easily tackled by increasing the number of patrols – it's more a matter of educating people. Research is being conducted on the appropriate level of police activity to reduce accidents. In 2015 the number of prosecutions increased despite fewer hours of operation of speed cameras.

Asked how the police force deals with mental health issues, the Chief Constable described how front line staff are trained to deal with such issues whether it arises with victims of crime or those brought into custody. They support victims in helping them to avoid repeat instances.

In relation to Neighbourhood Action Groups, members of the Committee reported that it was difficult to retain volunteers and suggested that even a small amount of funding would make a big difference. The Chief Constable responded that sometimes Parish Councils can play a role and suggested that councillors contact their neighbourhood inspector to discuss any issues.

The Commissioner reported that he had been lobbying for a greater proportion of court fines to be returned locally. However, the change of Ministers meant that he had to start again on that issue.

Further information requested by the Committee included:

- an estimate from TVP of the proportion of offenders who are drug users in order to assess the extent of the problem.
- details from the PCC of the money given to OCC for Community Safety Funds and Victims Grant.
- the number of victimless prosecutions in relation to domestic violence.

51/16 REVIEWS AND CONSULTATIONS ON RESPITE, OXFORDSHIRE CARERS' STRATEGY AND CARERS' PERSONAL BUDGETS CONSULTATION AND DAYTIME SUPPORT
(Agenda No. 6)

Mr Leigh introduced the report emphasising that the focus here was not on proposals but on the consultation process. This co-production process builds on previous work and developed the way that service users are consulted at an early stage to help shape the proposals. Financial constraints do mean that the Council needs to get best value for the money spent, but this is not at the expense of shared design and effective services. In the case of the three services covered in the paper, members of the public often don't see the organisational divisions between respite, daytime support, and carers support. For example many carers say they see daytime support and respite as crucial forms of carer support.

The Performance Scrutiny Committee

- welcomed the approach being taken in the consultation;
- asked about the feasibility of finalising the report from the daytime support consultation, and bringing it back to scrutiny, in time for the January Cabinet meeting and heard that staff were committed to working over Christmas to achieve this;
- discussed the demographic statistics on the participants and were reassured that the participants were a reasonably representative sample;
- agreed that the Chairman will discuss with officers and the Cabinet Member for Adult Social Care how best to bring information from the consultation before this Committee in advance of the report going to Cabinet.

52/16 EXEMPT ITEM
(Agenda No. 8)

RESOLVED: to agree that the public be excluded during the consideration of the report since it is likely that if they were present during that discussion there would be a disclosure of "exempt" information as described in Part 1 of Schedule 12A to the Local Government Act, 1972 and specified below the item in the Agenda.

PUBLIC SUMMARY OF PROCEEDINGS FOLLOWING THE WITHDRAWAL OF THE PRESS AND PUBLIC.

53/16 SAFEGUARDING MISSING CHILDREN REPORT
(Agenda No. 9)

The Chairman proposed, and it was agreed, to take item 9 before item 7, to facilitate the Officer, following the late running of earlier items.

The information contained in the report is exempt in that it falls within the following prescribed category:

7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, in that confidential police operations could be compromised.

Mr Ruaux explained that the report needed to be restricted due to the information on police operations in paragraph 18. In future, he will ensure that such sensitive information is included in a confidential annex so that the main paper can be made publicly available.

Responding to questions from the Committee, Mr Ruaux and Ms Farncombe made the following points:

- Typical ages of children who repeatedly go missing are 12 to 17.
- Many unaccompanied minors go missing when they reach 18 and face deportation.
- Police staff have a list of 10 questions to ask a person who reports a missing child to determine if they are missing or absent.
- Children can be deemed to be absent “not where expected” rather than missing, again there is clear guidance on this that the police go through with the person calling to make a report.
- The Missing Children’s Panel can identify over-reporting and respond to it.
- With regard to Looked After Children, the Council has no more legal right than parents.
- Power of entry can be granted by a court or other police-issued orders where there is concern that children are visiting a risky address.
- Missing Children are not solely dealt with under the MASH (Multi-Agency Safeguarding Hub) but there are daily operational links between the missing children’s co-ordinators and the MASH.

In response to questions about involvement in dealing with the drug problems in East Oxford:

- Adult Social Care colleagues are involved as well.
- Early warning signs triggered a response.
- It has the potential to become a very serious problem.
- Relevant people in schools are involved.
- District councils are helping with regard to addresses of concern.
- It is not being dealt with under the MASH (Multi-Agency Safeguarding Hub) but there are daily operational links.

54/16 OXFORDSHIRE PARTNERSHIP ANNUAL REPORT ON PARTNERSHIPS
(Agenda No. 7)

Mr Courouble introduced the report and reminded Members that it also has to go to Council on 1 November 2016. The individual partnership reports refer to the time period from mid-2015 to mid-2016. The Strategic Schools Partnership Board is new since the last report. A new section has been included in the report template on governance arrangements. He suggested that the Committee focus on identifying which bodies might be invited to come before the Committee for further scrutiny.

The Performance Scrutiny Committee

- 1) expressed concern about the ability of elected members, particularly backbenchers, to engage directly with Partnerships, to have timely and accurate information about the decisions they are making, and their use of OCC's contribution to the partnership, whether in cash or in officer time;
- 2) noted comments from a National Audit Office report similarly expressing concern at the lack of accountability for Local Enterprise Partnerships;
- 3) recognised that the governance arrangements for many partnerships, in particular the Local Enterprise Partnership, are mainly a choice of central government not specific to Oxfordshire, but would welcome timely publication of the agenda and minutes for meetings, and regular updates about opportunities to input to key decisions and strategies;
- 4) requested the Chairman to raise these points when reporting to the full Council meeting.

..... in the Chair

Date of signing 20

Division(s): N/A

PERFORMANCE SCRUTINY COMMITTEE 15 December 2016

Service & Resource Planning 2017/18 to 2020/21

Report by the Chief Finance Officer

Introduction

1. This report is one in the series on the Service & Resource Planning process for 2017/18 to 2020/21, providing councillors with information on budget issues for 2017/18 and the medium term. This report presents the new pressures and savings for 2017/18 and the medium term, the key announcements of the Autumn Statement announced on 23 November 2016; and the capital programme proposals for 2017/18 to 2020/21.
2. The attached annexes will be considered by Cabinet on 20 December 2016. The Performance Scrutiny Committee is invited to consider the new revenue budget pressures and savings and, taking account of the service and community impact assessments, to comment on the proposals. The Committee is also invited to consider and comment on the capital budget proposals contained in the same report.
3. These comments will be taken into consideration by Cabinet in finalising its budget proposals which will be set out in the report to Cabinet on 24 January 2017, when the Cabinet will propose its 2017/18 revenue budget, 2017/18 – 2020/21 Medium Term Financial Plan and Capital Programme to 2020/21.
4. The following annexes are attached to this report:

Annex 1: Service & Resource Planning Report 2017/18 to 2020/21 to Cabinet on 20 December 2016

Annex 2: Revenue Budget Pressures and Savings 2017/18 to 2020/21

Annex 3: Service & Community Impact Assessments (SCIAs)

Pressures & Savings Proposals

5. There are new Service and Corporate pressures totalling £16.1m for the period 2017/18 to 2020/21 as shown in the table below.

| Service Area | 2017/18 £m | 2018/19 £m | 2019/20 £m | 2020/21 £m | Total £m |
|--|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| Children, Education & Families | 7.7 | 1.9 | 1.3 | | 10.9 |
| Adult Social Care | 0.8 | 0.1 | 0.2 | | 1.1 |
| Fire & Rescue Service and Community Safety | 0.1 | | | | 0.1 |
| Environment & Economy | 0.5 | 0.6 | 0.7 | -0.2 | 1.6 |
| Corporate Services | 1.2 | | -0.7 | | 0.5 |
| Council-wide/Corporate Measures | 1.5 | 0.2 | 0.2 | | 1.9 |
| TOTAL | 11.8 | 2.8 | 1.7 | -0.2 | 16.1 |

Changes to the Existing Medium Term Financial Plan

6. The Council has a good track record of delivering on savings plans, having delivered £247m of savings between 2010/11 and 2015/16 and is on track to deliver most of the £53m required in 2016/17. To ensure this delivery continues a re-assessment of the £61m savings that are in the MTFP still to be delivered has been undertaken and where savings cannot be achieved, they are being removed and new savings identified to replace them. This totals £12.3m and details are set out in Annex 1.

Savings

7. Service and corporate savings options of £26.9m have been identified over the period 2017/18 to 2020/21. A summary by service is shown in the following table:

| Service Area | 2017/18 £m | 2018/19 £m | 2019/20 £m | 2020/21 £m | Total £m |
|--|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| Adult Social Care | -2.8 | -1.0 | | | -3.8 |
| Fire & Rescue Service and Community Safety | -0.4 | | -0.1 | | -0.5 |
| Environment & Economy | -1.3 | 1.3 | | | 0.0 |
| Corporate Services | -0.3 | 0.3 | | | 0.0 |
| Public Health | -0.5 | -0.5 | | | -1.0 |
| Council-wide/Corporate Measures | -24.1 | 4.1 | -1.8 | 0.2 | -21.6 |
| TOTAL | -29.4 | 4.2 | -1.9 | 0.2 | -26.9 |

Overall Position

8. The following table shows that currently there is a remaining net pressure of £1.5m in 2017/18 and a balanced position over the medium term. The Council

is awaiting the outcome of the Provisional Local Government Finance Settlement and final information from district councils before addressing this position in order that a balanced budget can be set on 14 February 2017.

9. At this stage it is anticipated that the net pressure will be met by further reducing use of agency and interim staff in line with current plans.

| | 2017/18 £m | 2018/19 £m | 2019/20 £m | 2020/21 £m | TOTAL £m |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| New Pressures | 11.8 | 2.8 | 1.7 | -0.2 | 16.1 |
| Changes to Existing MTFP | 19.1 | -7.0 | 0.2 | 0.0 | 12.3 |
| Savings | -29.4 | 4.2 | -1.9 | 0.2 | -26.9 |
| Net Pressure (+)/Saving (-) | 1.5 | 0.0 | 0.0 | 0.0 | 1.5 |

Next Steps

10. The comments from this Committee on the budget proposals will be fed back to the Cabinet for it to take into consideration when proposing its revenue budget for 2017/18 and MTFP to 2020/21 MTFP on 24 January 2017.
11. The Council will meet to set the budget and council tax requirement for 2016/17 on 14 February 2017.

Financial and Legal Implications

12. This report is mostly concerned with finance and the implications are set out in the main body of the report.

RECOMMENDATION

13. **The Committee is invited to consider and comment on both the revenue and capital budget proposals.**

LORNA BAXTER
Chief Finance Officer

Contact Officers:

Katy Jurczynszyn: Strategic Finance Manager (Financial Strategy & Monitoring)
(Tel: 01865 323975)

December 2016

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Division(s): N/A

ANNEX 1

CABINET – 20 December 2016

Service & Resource Planning 2017/18 to 2020/21

Report by the Chief Finance Officer

Introduction

1. This report is the second in the series on the Service & Resource Planning process for 2017/18 which will culminate in Council setting a budget for 2017/18 and a medium term plan to 2020/21 in February 2017. The report sets out:
 - the new pressures and savings for 2017/18 and the medium term,
 - the key announcements of the Autumn Statement announced on 23 November 2016; and
 - the capital programme proposals for 2017/18 to 2020/21.
2. This report will be considered ahead of Cabinet by the Performance Scrutiny Committee on 15 December 2016.
3. The provisional local government finance settlement is expected to be announced on or before 15 December 2016. An addenda will be produced once it has been announced.
4. The following annexes are attached to this report:

Annex 1: Revenue budget pressures and savings 2017/18 – 2020/21

Annex 2: Social & Community Impact Statements (SCIAs)

Direction for the Council

5. The approach for setting the budget for 2017/18 and MTFP to 2020/21 is very different to the approach taken in recent years. In part this is due to the considerably sounder financial footing of the Council, with a four year funding settlement already agreed with government, a robust MTFP and the difficult decisions of previous years now standing the organisation in good stead for the future.
6. The approach has also been informed by the recent work undertaken on the Council's future role and direction, the Transformation programme 'Fit for the Future' and of particular significance, the work that has been undertaken on a

single unitary structure of local government in Oxfordshire. Much of this thinking can also be applied to the role of the county council within the current two tier arrangements for local government, which has also been used to inform the proposals for a new senior management structure.

7. The Fit for the Future transformation programme, along with other whole organisational change will provide a robust and stable platform for the council over the coming four years, ensuring we are well placed to effectively meet residents' and business needs, within our available budget.
8. The Council will not have a new Corporate Plan until after the May 2017 elections, but our approach will continue to be based on the vision of thriving Oxfordshire for everyone, where:
 - Every community thrives, and everyone can play an active part
 - Everyone leads safe, healthy lives while people with the greatest need are cared for so:
 - older and disabled people can live independently
 - every child has the best start in life
 - everyone is protected from abuse or neglect
 - A strong and thriving economy creates jobs and homes for the future, and quality of life for Oxfordshire communities is protected.

We will achieve this by:

- Putting residents at the heart of everything we do
- Understanding the strengths and needs of each community, so we can help them to help themselves
- Empowering our staff to make a real difference to people's lives
- Continually looking for new ways to improve services and reduce costs
- Working with people, communities and other organisations as one, joined up council
- Fighting for Oxfordshire to secure investment in public services and infrastructure
- Making dealing with the council simpler, with better use of digital technology

Efficiency Plan and four-year settlement

9. The Provisional Local Government Settlement announced in December 2015, set out an offer to all Councils of a four-year funding settlement from 2016/17 to 2019/20. The offer of a four year settlement required councils to publish an Efficiency Plan and notify the Department for Communities and Local Government (DCLG) of its availability by 14 October 2016.
10. In September 2016, Council approved a revised Medium Term Financial Plan (MTFP) and Efficiency Plan. The Efficiency Plan was submitted to DCLG by the deadline and confirmation that the council is formally on a four year settlement was received on 17 November 2016.

11. In September 2016, Cabinet agreed that the Medium Term Financial Plan to be agreed by Council in February 2017 would cover the four years 2017/18 to 2020/21.

Service & Resource Planning process

12. The Council's robust approach to long term financial planning means that after six years of difficult decisions to manage reductions in funding at the same time as increased demographic pressures in social care, the Council will be able to manage financial pressures within the funding envelope available by the end of the MTFP period.
13. The revised MTFP agreed by Council in September included a Transformation Programme which aims to deliver £15.3m of savings. These were planned in 2017/18 and 2018/19. To allow time for implementation, the proposed MTFP includes the deferral of all savings until 2018/19. The programme titled Fit for the Future, comprises of five work streams and is governed by a programme board chaired by the County Director. The strands are:
 - Digital First
 - Business Efficiencies
 - Customer Journey
 - Workforce for the Future
 - Place Based Reviews
14. In addition to the programme there are a number of cross cutting workstreams that support the changing organisation and focusing on a One Council approach. The approach to Service & Resource Planning this year reflects this.
15. A member engagement session was held in November for Cabinet plus key members of the Labour and Liberal Democrat Group. The purpose was to provide assurance that the savings required through the Fit for the Future Programme can be delivered.
16. The Performance Scrutiny Committee will consider and comment on the revenue pressures and savings and will feedback to Cabinet. The Cabinet will take the Scrutiny Committee's comments into consideration in proposing its budget in January 2017. Performance Scrutiny Committee will also consider and comment on the capital proposals.
17. Following the Provisional Local Government Finance Settlement the Cabinet will propose the 2017/18 revenue budget, 2017/18 – 2020/21 Medium Term Financial Plan and Capital Programme to 2020/21 on 24 January 2017.
18. Council will meet on 14 February 2017, following the Final Local Government Finance Settlement and final information from District Councils, to agree the

2017/18 revenue budget, Medium Term Financial Plan for 2017/18 – 2020/21 and Capital Programme.

Pressures and Savings Options

19. The report to Cabinet in September 2016 and the Financial Monitoring & Business Strategy Delivery reports throughout the year have set out the emerging pressures that need addressing as part of the 2017/18 Service & Resource Planning process. The paragraphs below set out both the pressures and savings proposals, details of which are provided in Annex 1.

New Pressures

20. There are new Service and Corporate pressures totalling £16.1m for the period 2017/18 to 2020/21 as shown in the table below.

| Service Area | 2017/18 £m | 2018/19 £m | 2019/20 £m | 2020/21 £m | Total £m |
|--|---------------|---------------|---------------|---------------|-------------|
| Children, Education & Families | 7.7 | 1.9 | 1.3 | | 10.9 |
| Adult Social Care | 0.8 | 0.1 | 0.2 | | 1.1 |
| Fire & Rescue Service and Community Safety | 0.1 | | | | 0.1 |
| Environment & Economy | 0.5 | 0.6 | 0.7 | -0.2 | 1.6 |
| Corporate Services | 1.2 | | -0.7 | | 0.5 |
| Council-wide/Corporate Measures | 1.5 | 0.2 | 0.2 | | 1.9 |
| TOTAL | 11.8 | 2.8 | 1.7 | -0.2 | 16.1 |

21. In Children, Education and Families, there are pressures in Children's Social Care due to the increasing number of children requiring placements and increased legal and staffing costs associated with the higher number of children. Also, there is an increase in the number of children with Special Educational Needs requiring transport to school. These give rise to a total pressure of £6.6m in 2017/18 rising to £10.3m by 2020/21.
22. Historically, the Education Services Grant (ESG) was made up of two elements; retained duties paid to local authorities to fund services provided to all schools (including academies) and general duties paid to both local authorities and academies to fund services authorities provide to maintained schools but which academies must provide themselves. From 2017/18, the general duties element (at £15 per pupil) will be transferred into the schools block of the Dedicated Schools Grant (DSG). Local authorities will be able to fund these services with the agreement of schools forum.
23. In 2016/17, the Council received £4.4m of Education Services Grant. Reductions to the grant totalling £2.5m are included in the MTFP to 2019/20.

The change set out in paragraph 22 means that the reduction will now total £3.2m over the medium term, with £2.2m of the reduction falling in 2017/18, an increase of £1.2m compared to the MTFP.

24. In Environment & Economy, there is a pressure of £1.3m over the medium term on the Household Waste Recycling Centres (HWRC) budget relating to increased costs of running the centres due to higher prices of materials and management fees. There is also an anticipated cost to delivering new Household Waste Recycling Centres (HWRCs) as part of the long-term strategy agreed in December 2015.
25. Following a ruling by the Secretary of State for Education in March 2016, the Council has lost recharge income (contributing towards Council overheads) from the Dedicated Schools Grant (DSG). There is also a pressure in Education Support Services arising from the loss of income from school's converting to academies. This gives a pressure of £1.6m over the medium term.
26. There is also a pressure of £0.3m on the amount of business rates payable on Council owned properties. The Valuation Office Agency have revalued properties so that rateable values are realigned with current rental values set by the market periodically reflecting relative changes in the rental value of properties in different sectors and locations.

Changes to the Existing Medium Term Financial Plan

27. The Council has a good track record of delivering on savings plans, having delivered £247m of savings between 2010/11 and 2015/16 and is on track to deliver most of the £53m required in 2016/17. To ensure this delivery continues a re- assessment of the £61m savings that are in the MTFP but still to be delivered has been undertaken; where savings cannot be achieved, they are being removed and new savings identified to replace them. This totals £12.3m and details are set out in Annex 1.

Savings

28. Service and corporate savings options of £26.9m have been identified over the period 2017/18 to 2020/21. A summary by service is shown in the following table:

| Service Area | 2017/18 £m | 2018/19 £m | 2019/20 £m | 2020/21 £m | Total £m |
|--|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| Adult Social Care | -2.8 | -1.0 | | | -3.8 |
| Fire & Rescue Service and Community Safety | -0.4 | | -0.1 | | -0.5 |
| Environment & Economy | -1.3 | 1.3 | | | 0.0 |
| Corporate Services | -0.3 | 0.3 | | | 0.0 |
| Public Health | -0.5 | -0.5 | | | -1.0 |
| Council-wide/Corporate Measures | -24.1 | 4.1 | -1.8 | 0.2 | -21.6 |
| TOTAL | -29.4 | 4.2 | -1.9 | 0.2 | -26.9 |

29. The MTFP includes growth in the tax base of 1.63% in 2017/18 and later years. Early figures from the District Councils indicate that the actual growth in the taxbase for 2017/18 will be 1.97%. In line with expected housing growth, it is proposed to increase the assumed growth in the taxbase to 2% in 2018/19. This generates £2.5m of additional funding over the medium term.
30. £1.4m of additional funding from 2017/18 was built into the budget as part of the 2016/17 S&RP process for the apprenticeship levy. This is payable by all organisations who have pay expenditure of more than £3m. Schools will be required to pay the levy as part of their individual school's budget; therefore the amount of levy payable by the Council is £0.6m.
31. In each year of the MTFP, the Council funds £5m a year for Adult Social Care demography pressures. The Social Care Precept funding is able to meet part of this pressure which enables the Council to reduce the amount of corporate funding needed over the medium term.
32. A thorough review of the Council's balance sheet has taken place and has resulted in savings of £11.1m over the medium term by reducing the annual contribution to reserves and a proposed change in the Minimum Revenue Provision (MRP) policy.
33. MRP is the principal amount of the Council's debt that it has to pay each year. This review proposes to change the method of payment from a reducing balance method, where the debt is never fully repaid, to a straight line method, where the current debt will be fully paid over a 50 year period giving a more prudent approach to debt management.
34. Within adult social care, additional savings totalling £2.2m have been achieved by retendering the re-ablement contract; re-designing and combining the Crisis Response Service, Emergency Carers Support Service and Telecare Monitoring Service; and removing funding for peripatetic warden schemes with no impact on service users. These were savings already included in the MTFP but more savings have been achieved during implementation than originally planned.

35. There are two options in an ongoing consultation about the future of adult social care Daytime Support Services; one option would save £2.4m and the other £3.4m. The Council awaits the outcome of the current consultation and has included the lower savings figure less some transition costs in the budget proposals. This is an additional saving of £1.0m compared to the amount included in the current MTFP.

Overall Position

36. The following table shows that currently there is a remaining net pressure of £1.5m in 2017/18 and a balanced position over the medium term. The Council is awaiting the outcome of the Provisional Local Government Finance Settlement and final information from district councils before addressing this position in order that a balanced budget can be set on 14 February 2017.
37. At this stage it is anticipated that the net pressure will be met by further reducing use of agency and interim staff in line with current plans.

| | 2017/18 £m | 2018/19 £m | 2019/20 £m | 2020/21 £m | TOTAL £m |
|------------------------------------|---------------|---------------|---------------|---------------|-------------|
| New Pressures | 11.8 | 2.8 | 1.7 | -0.2 | 16.1 |
| Changes to Existing MTFP | 19.1 | -7.0 | 0.2 | 0.0 | 12.3 |
| Savings | -29.4 | 4.2 | -1.9 | 0.2 | -26.9 |
| Net Pressure (+)/Saving (-) | 1.5 | 0.0 | 0.0 | 0.0 | 1.5 |

Autumn Statement 2016

38. On 23 November 2016 the Chancellor of the Exchequer, Phillip Hammond MP, announced the Autumn Statement. This was the first economic statement given by the Government since the vote to leave the European Union.
39. To promote certainty and simplicity within the tax system, the government intends to move towards having a single major fiscal event each year. In 2017 two budgets will be delivered in Spring and Autumn. From 2018 onwards only one Budget will be delivered in Autumn. The Office for Budget Responsibility (OBR) will continue to produce a Spring forecast and the government will make a Spring Statement responding to that forecast. However, the government will retain the option to make changes to fiscal policy at the Spring Statement if the economic circumstances require it.
40. The Government has removed its target to be in budget surplus by 2019-20, as measured by the Public Sector Net Borrowing (PSNB) figure. The Charter for Budget Responsibility has been updated and is based on three new targets:
- a mandate to reduce cyclically-adjusted PSNB below 2% of GDP by 2020/21;

- a supplementary target for PSND as a percentage of GDP to be falling in 2020/21; and
 - a supplementary target to ensure that expenditure on welfare in 2021/22 is contained within a predetermined cap and margin set by the Treasury.
41. The UK is forecast to be the fastest growing country in the G7 group of Countries¹ in 2016 with growth estimated at 2.1%, although it will face economic uncertainty because of the recent Brexit vote. This has caused the OBR to reduce its growth prediction to 1.4% in 2017. It is however expected to recover in the following years.
42. A new National Productivity Investment Fund (NPIF) will provide an additional £1.1bn by 2020-21 of new funding to relieve congestion and deliver upgrades on local roads and public transport networks. On strategic roads, an extra £220m will be invested to tackle key pinch-points. The government will recommit to the National Roads Fund announced at Summer Budget 2015. The NPIF also included £27m to develop an expressway connecting Oxford and Cambridge and £110m for East West Rail.
43. Following the recommendations of the independent Low Pay Commission, the National Living Wage (NLW) will increase by 4.2% from £7.20 to £7.50 from April 2017. This is however 10p less than the proposed increase announced last year.
44. To remove the inconsistency between rural business rate relief and small business rate relief the government will double the rural rate relief to 100% from 1 April 2017. A new 100% business rates relief for new full-fibre infrastructure for a 5 year period will apply from 1 April 2017. It is not clear if local government will be reimbursed for the loss in business rate income.

Capital Programme

45. The following table shows the estimated funding available for allocation, the current known pressures and the overall capital programme surplus. The detail is provided in the ensuing paragraphs.

¹ United States, Canada, France, Germany, Italy, Japan and United Kingdom

| Description | £m |
|--|--------------|
| <u>Estimated Funding Available:</u> | |
| Additional Estimated Funding Up to and for 2020/21 | 20.3 |
| Allocations to be returned to the corporate pot for reallocation | 4.3 |
| Total Estimated Funding Available | 24.6 |
| Previously Agreed Allocations | -2.1 |
| Revised Estimated Funding Available | 22.5 |
| <u>Budget Requirement:</u> | |
| Statutory Requirements – Basic Need | -1.7 |
| Annual Programmes | -18.1 |
| Other Pressures | -2.6 |
| Total Funding Requirement | -22.4 |
| TOTAL SURPLUS (+)/ SHORTFALL (-) | +0.1 |

Estimated Funding Available

46. There is a further £24.6m of new capital resources available from adding a further year of estimated un-ringfenced grant allocations for 2020/21, from some adjustments to earlier year assumed funding levels and from contingency and other budgets returned for reallocation.
47. The 2018/19 grant funding allocation for basic need was announced in March 2016 was substantially lower than expected, (a nil allocation compared to a forecast of £4.5m). Assumptions on the funding level for 2019/20 has been revised downwards and matches the further year's allocation estimated for 2020/21 of £3.8m. This has led to an overall funding reduction on the capital programme of £1.5m.
48. An estimated £2.0m of grant funding has been included for the Schools Structural Maintenance Allocation for 2020/21. This compares to the current £4.4m received for 2016/17 and reflects the on-going school conversions to Academy status.
49. A further year of highways maintenance grant funding of £13.4m has been added for 2020/21 as well as a further £1.4m estimated for the self-assessed incentive fund, £3.7m for Integrated Transport Block funding and a £1.3m Pothole Action Fund allocation in 2017/18.
50. £4.3m has been returned to the corporate pot from unused project contingency budgets and the release of earmarked funds that are no longer required.

Previously Agreed Allocations

51. In October 2016, Cabinet agreed to increase the budget provision for the proposed improvements at Westgate Library by £2.1m to a total of £3.6m. The improvements are expected to commence in January 2017 to enable the Library to relocate back in October 2017. This allocation has reduced the amount of resources available to further pressures.

Statutory Requirements – Basic Need

52. Further basic need pressures have been identified for the period 2017/18 to 2020/21 totalling £6.3m with an expected £4.6m of developer funding to contribute to these. The remaining £1.7m will be met from the available resources.

Annual Programmes

53. Adding a further year of the annual highways, schools and property maintenance programmes to 2020/21 utilises £18.1m of the available resources.
54. Highway maintenance annual programmes total £14.6m with a further £0.7m added towards the East-West rail contribution and £2.5m for schools annual programmes.

Other Pressures

55. Further pressures totalling £2.6m have been identified in addition to the basic need and annual programmes.
56. The need to complete reconstructive works to the substructure of Kennington Railway Bridge was identified during a maintenance inspection. Interim measures costing £0.9m have been carried out in-year, initially approved under delegated authority of the Leader of the Council in consultation with the Chief Finance Officer and reported to Cabinet in October 2016. At this point it was identified that permanent works estimated at £2.0m will be required and considered as part of the Service & Resource Planning Process.
57. Capital investment of £0.4m is required towards the two Grade II Listed Barns at Cogges Farm - Witney, built 17th Century, to address variable signs of decay and degradation of the roof structure.
58. It is proposed to introduce a Controlled Parking Zone at Iffley Fields in Oxford at a cost of £0.2m.

Consultation

59. Members of the public and stakeholders will be able to comment on the budget proposals and Council Tax level through the Council's website. The consultation will open on 8 December 2016 and close on 9 January 2017. A

summary of responses will be provided to Cabinet to allow them to take the comments into consideration in agreeing their budget proposals.

Equality and Inclusion Implications

60. The Equality Act 2010 imposes a duty on local authorities that, when making decisions of a strategic nature, decision makers must exercise 'due regard to the need to eliminate unlawful discrimination... advance equality of opportunity... and foster good relations.'
61. Potential impacts of the budget options have been considered and are set out in the Social & Community Impact Statements in Annex 2.

Financial and Legal Implications

62. This report is mostly concerned with finance and the implications are set out in the main body of the report. The Council is required under the Localism Act 2011 to set a council tax requirement for the authority. This report provides information which, when taken together with the future reports up to January 2016, will lead to the council tax requirement being agreed in February 2016, together with a budget for 2016/17, updated medium term financial plan and capital programme.

RECOMMENDATIONS

63. **Cabinet is RECOMMENDED to take the issues set out in the report into consideration in forming their proposed budget for 2017/18, Medium Term Financial Plan to 2020/21 and Capital Programme to 2020/21.**

LORNA BAXTER
Chief Finance Officer

Contact Officers:
Katy Jurczynszyn: Strategic Finance Manager (Financial Strategy & Monitoring)
(Tel: 07584 909518)
December 2016

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Pressures and Savings Summary

| Directorate | 2017/18 £m | 2018/19 £m | 2019/20 £m | 2020/21 £m | Total All £m |
|--|---------------|---------------|---------------|---------------|-----------------|
| Children, Education and Families | 7.721 | 1.882 | 1.300 | 0.000 | 10.903 |
| Adult Social Care | 0.755 | 0.193 | 0.161 | 0.000 | 1.109 |
| Fire & Rescue Service and Community Safety | 0.115 | 0.000 | 0.000 | 0.000 | 0.115 |
| Environment & Economy | 0.520 | 0.560 | 0.670 | -0.218 | 1.532 |
| Corporate Services | 1.200 | 0.000 | -0.650 | 0.000 | 0.550 |
| Public Health | | | | | 0.000 |
| Corporate Measures | 1.520 | 0.152 | 0.188 | 0.019 | 1.879 |
| Total New Pressures | 11.831 | 2.787 | 1.669 | -0.199 | 16.088 |

| Directorate | 2017/18 £m | 2018/19 £m | 2019/20 £m | 2020/21 £m | Total All £m |
|--|---------------|---------------|---------------|---------------|-----------------|
| Children, Education and Families | 0.641 | 0.000 | 0.000 | 0.000 | 0.641 |
| Adult Social Care | 4.120 | 2.200 | 1.350 | 0.000 | 7.670 |
| Fire & Rescue Service and Community Safety | 0.266 | 0.030 | 0.090 | 0.000 | 0.386 |
| Environment & Economy | 0.805 | -0.395 | 0.000 | 0.000 | 0.410 |
| Corporate Services | 0.400 | 0.000 | 0.000 | 0.000 | 0.400 |
| Public Health | 2.500 | 0.000 | 0.000 | 0.000 | 2.500 |
| Corporate Measures | 10.374 | -8.831 | -1.250 | 0.000 | 0.293 |
| Total Changes to Existing MTFP | 19.106 | -6.996 | 0.190 | 0.000 | 12.300 |

| Directorate | 2017/18 £m | 2018/19 £m | 2019/20 £m | 2020/21 £m | Total All £m |
|--|----------------|---------------|---------------|---------------|-----------------|
| Children, Education and Families | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Adult Social Care | -2.855 | -1.000 | 0.000 | 0.000 | -3.855 |
| Fire & Rescue Service and Community Safety | -0.381 | -0.030 | -0.090 | 0.000 | -0.501 |
| Environment & Economy | -1.325 | 1.325 | 0.000 | 0.000 | 0.000 |
| Corporate Services | -0.300 | 0.300 | 0.000 | 0.000 | 0.000 |
| Public Health | -0.500 | -0.500 | 0.000 | 0.000 | -1.000 |
| Corporate Measures | -24.085 | 4.114 | -1.769 | 0.199 | -21.541 |
| Total Savings | -29.446 | 4.209 | -1.859 | 0.199 | -26.897 |

| Directorate | 2017/18 £m | 2018/19 £m | 2019/20 £m | 2020/21 £m | Total All £m |
|--|---------------|---------------|---------------|---------------|-----------------|
| Children, Education and Families | 8.362 | 1.882 | 1.300 | 0.000 | 11.544 |
| Adult Social Care | 2.020 | 1.393 | 1.511 | 0.000 | 4.924 |
| Fire & Rescue Service and Community Safety | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Environment & Economy | 0.000 | 1.490 | 0.670 | -0.218 | 1.942 |
| Corporate Services | 1.300 | 0.300 | -0.650 | 0.000 | 0.950 |
| Public Health | 2.000 | -0.500 | 0.000 | 0.000 | 1.500 |
| Corporate Measures | -12.191 | -4.565 | -2.831 | 0.218 | -19.369 |
| Total Budget Changes | 1.491 | 0.000 | 0.000 | 0.000 | 1.491 |

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**Service and Resource Planning 2017/18 -2018/19
Cross-cutting Service and Community Impact Assessment**

| |
|--|
| Introduction and approach to budget setting |
|--|

The County Council has made savings over the last six years by taking difficult decisions that have involved changing the services delivered to match the reduction in resources, in an environment of a rising demand for services. Since 2010 we have saved around £300m by being more efficient and targeting funding at service users and communities with the greatest needs.

The councils budget for this year, 2016/17 required us to deliver the biggest amount of savings £53 m from any year since we first had funding reductions in 2010/11. In 2017/18 we will have to save a further £38m.

The main new proposal this year is the transformation programme which details how the council will reduce £15 m over the next two years to 2018/19. The transformation savings will result from four different work streams that will deliver a more efficient, streamlined local authority. The savings that will be identified through these work streams will take time to redesign and implement and at this stage it is not possible to take a detailed assessment of the specific equalities impact. However detailed impact assessments will be undertaken as the scope and scale of transformation develops to ensure the potential impact on different individuals, groups and communities are fully considered and mitigated where possible.

There are a very small number of new proposals for changes to services this year as many of the identified savings for 2017/18 are a result of decisions taken last year, and the potential impact of this on individuals and communities was considered in 2016/17. Many of these proposals have now been implemented and the actual impact of these savings will continue to be monitored.

There are two proposals which were identified last year which were at an early stage and these have now been revised and have been included this year. The proposals detail possible options for changing the support we offer to Carers and Daytime Support which both have a number of options that are currently out for public consultation. Both of these proposals will have an impact on specific groups of people and the mitigation for the impact is contained in the individual SCIA's.

Evidence / Intelligence

We hold and actively use data and other evidence to ensure that the Council, as far as is possible, is aware of and able to serve the needs of particular communities and groups in Oxfordshire. Key datasets about the Council are available on the Oxfordshire Insight website, for use by staff, partner organisations, and the wider community. We use all these tools as a guide to support individual service level impact assessments and ensure that decisions that are being taken, as far as possible, protect services for those most in need.

Overarching Impact Assessment

Age & Disability

17 % of the population is over 65 and this is expected to increase to over 20 % by 2013. Numbers of the very elderly (85 years plus) are projected to more than double by 2013.

In the 2011 Census, 14% of residents reported having a limiting long-term illness, health problem or disability which limited their daily activities or work.

Older people and those with disabilities are more likely to be users of adult social care services than the rest of the population. There are three options currently out for public consultation to remodel daytime support. The potential positive impacts of the remodelling of services is through the development of new opportunities to fill existing gaps and more flexible council provided support, meeting a wide range of needs. However there will be potential negative impacts for some people with daytime support needs and their carers. Mitigation for the impact of these changes include support and funding for community and voluntary services to continue and transition support for people affected. A wide range of people who use services have been involved in the early discussions about the development of the new models and the council have taken these into account in developing a new, sustainable model.

There is evidence that the majority of carers in the county are aged 65 or over, and a significant percentage of carers have a long term health condition or disability themselves. The proposal for removing or reducing the level of personal budget award to carers has three options that will be confirmed in early 2017 following the feedback of a public consultation. The agreed option will have an impact on carers who have been currently receiving a personal budget and an impact on those who haven't had a personal budget but might in the future.

Sex

Women use public services more than men. For example there are more women in old age than men and therefore women are more likely to access social care and are more likely to spend a much greater proportion of their time on caring responsibilities

– for elderly relatives. The impact of the savings proposals from adult social care has the potential to be significant for this group.

Over 70% of the council's workforce is female and changes in staffing might affect women in greater numbers. We will continue to carefully monitor the impact of changes to the workforce as a result of the budget proposals, to ensure employment policies are applied fairly and to minimise any disproportionate impact on any particular groups.

Rural and Urban Communities

Oxfordshire is a mixture of urban and rural areas; two of Oxfordshire's five districts (West and South Oxfordshire) are among the most rural in England. Vale of White horse also has a majority of residents in rural settlements, and Cherwell has a significant rural population. At the same time, two-thirds of the population live in built up areas with a population of 10,000 or more. The largest settlement is Oxford.

The remodelling of daytime support could lead to an increased risk of social isolation in more isolated, rural communities without public transport links.

With Digitalisation of frontline services there would be a potential for disadvantaging those rural areas that have lower levels of access to broadband although the current Better Broadband for Oxfordshire programme will raise the access across the county. Library provision will also provide a community hub focus to ensure rural areas have access and support.

Deprivation

Oxfordshire has low overall levels of deprivation relative to England overall. However there are ten areas in Oxford City and four in Banbury and one in Abingdon which fall within the 20% most deprived areas in the county.

Deprived communities and individuals are often more frequent and intense users of many public services. The overall budget proposals have been developed with the objective of effectively targeting services to those in most need. With regards to the proposed changes to the carers grant and day opportunities there may be a greater impact on individuals in deprived communities. However we will continue to work with voluntary and community partners to help mitigate the impact of changes.

Deprived communities and individuals may also be less likely to access digital services however the digital first work stream of the transformation programme will ensure that although the website will be the main channel for contact, telephone and face to face will continue for individuals who are unable to access a digital service.

Other protected characteristics

At this stage we have not identified any specific impacts of our proposals on people sharing the protected characteristics listed below, beyond those issues discussed above.

- Sexual orientation

- Race
- Religion/belief
- Marriage/civil partnerships
- Gender reassignment

This will be kept under review as more detailed proposals are developed and mitigating actions identified wherever possible.



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:

- 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

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:

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.

¹¹ [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's, 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 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. |

| | |
|---|--|
| 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) | 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. |
| 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 |

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|-------------------------|
| 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 |
|--------------|--------------------|
| | |
| | |

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 |
|--------------|--------------------|
| | |
| | |

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?

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 st Phase | April 2017 | Graham Shaw via PMO and Transformation Programme Board. |
| | | |

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 |
| | | |
| | | |

Service and Community Impact Assessment (SCIA)

Front Sheet:

Directorate and Service Area:

Social and Community Services, Joint Commissioning

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

Oxfordshire Carers' Strategy and options for carers' personal budgets

Responsible owner / senior officer:

Benedict Leigh

Date of assessment:

August 2016

Summary of judgement:

The Oxfordshire Carers' Strategy has been updated for the period 2017-2020, and is subject to a 12 week public consultation starting in August 2016. Also part of the consultation is the council's proposals for carers' personal budgets.

Potential negative impacts for carers and the people they care for have been identified, along with potential negative impacts on the workloads and resources of both council staff and providers. There is a risk that a reduction in support to carers could result in budgetary and resource pressures for the council if many carers reduce or cease their caring roles.

In light of the continuing and significant financial pressures, the council considers that reducing carers' personal budgets will have the 'least worst' impact for carers.

The risks and impacts identified can be mitigated in part, as the council considers that most carers' eligible needs can be met by the existing 'core' carers' services and support.

As part of the consultation we will be asking carers and their families what type of support helps them sustain their caring role. This will help inform us as to how best we can support carers in the future and ensure that we can prioritise resources where they have the biggest impact.

Detail of Assessment:

Purpose of assessment:

This assessment considers the impact of:

1) Oxfordshire Carers' Strategy;

2) the proposed options for carers' personal budgets.

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.

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:

1) The Oxfordshire Carers' Strategy is Oxfordshire County Council and Oxfordshire Clinical Commissioning Group's commitment to carers. This strategy updates the work of the previous strategy published in 2013 to reflect new legislation which consolidates the rights of carers of all ages.

2) In February 2016, the council agreed savings to be made in respect of carers' services². This assessment focuses specifically on:

- introduce charging for carers' services
- remove or reduce the level of personal budget award to carers who have eligible needs for support following assessment

The implementation in April 2015 of the Care Act 2014 has put carers on the same legal footing as people who need support and care, whether or not the person they care for has needs which are eligible. This means that carers are entitled to a social care assessment that takes account of their caring role, their wellbeing and the outcomes they want to achieve.

The council implemented a new online process for carers' assessments³ in April 2015, and carers' needs and eligibility for support are now measured in a consistent way against national eligibility criteria introduced by the Care Act⁴ and the council's Assessment and Review Policy for Adult Social Care.⁵

¹ [EC Procurement Threshold for Services](#)

² Documents relating to the savings can be found here:
<http://mycouncil.oxfordshire.gov.uk/ieListDocuments.aspx?CId=116&MId=4402&Ver=4>

³ The carers' assessment is an assessment of an adult carer who cares for an adult; there is a different process for the assessment of young people under the age of 18 who are carers.

⁴ *'In considering whether a carer has eligible needs, local authorities must consider whether:*
• *the needs arise as a consequence of providing necessary care for an adult;*
• *the effect of the carer's needs is that any of the circumstances specified in the Eligibility Regulations apply to the carer; and*
• *as a consequence of that fact there is, or there is likely to be, a significant impact on the carer's wellbeing.*

A carer's needs are only eligible where they meet all three of these conditions.'

[Care and support statutory guidance: first contact and identifying needs](#) - chapter 6 assessment and eligibility paragraph 6.115

⁵ The policy is available on Oxfordshire County Council's website at:
<https://www.oxfordshire.gov.uk/cms/content/other-key-strategies>

Carers are offered a support plan which may include a carers' personal budget to help meet eligible needs (currently in Oxfordshire, this is a one-off payment of £200, £400 or £600 according to the level of carers' needs and the impact of caring on their health and wellbeing).

The implementation of personal budgets for eligible carers replaced the previous system of small carers' grants

Proposals:

As a result of continuing financial pressures and the need to find further significant savings, in February 2016 the council approved the proposal to introduce charging for carers' services.

However, it has been determined that the introduction of charging for carers' services is not a viable option and would not deliver the required savings. Therefore, council officers are recommending that the council does not proceed with this option.

There is a second savings proposal to remove or reduce the level of personal budget award to carers who have eligible needs for support following assessment.

Three options for future support for carers that would deliver the required savings have been developed for consideration in a 12 week public consultation:

Option 1. Introduce a **single personal budget payment of £300** for eligible carers, jointly and equally funded by Oxfordshire County Council and Oxfordshire Clinical Commissioning Group, set at the eligibility level for the current £200 payment

Option 2. Reduce from the current 3 to **2 levels of personal budget payment:**

- i. **£200**, funded by Oxfordshire County Council and set at the same eligibility level as the current £200 payment;
- ii. **£500**, jointly and equally funded by Oxfordshire Clinical Commissioning Group and Oxfordshire County Council and set at the eligibility level for the current £400 payment

Option 3. Stop providing personal budgets to carers who have eligible needs following a carers' assessment. Instead, use the available budget to:

- i. Establish a 'contingency fund' of £100,000 to meet carers' eligible needs which cannot be met by the 'core' carers' services;
- ii. Reinvest additional savings into services that are particularly valued by carers

The three options proposed are all expected to deliver the savings agreed by the council.

Option 3 is the preferred option of the council, and the council is proposing to use £400,000 of the funding made available by this option to continue to fund the Dementia Support Service (at the current time, the council's funding for the Dementia Support Service is planned to cease at the end of the current contract period). The Dementia Support Service is a much valued service supporting people with dementia and their carers.

There is also a clear demographic pressure in relation to dementia; the 90+ population will increase by 50% by 2026, which implies a potentially significant increase in demand for dementia specific services. Dementia places a significant burden on carers and there is a strong case for preserving and enhancing dementia specific support.

Also part of the consultation is the updated **Oxfordshire Carers' Strategy**, aimed at all carers in Oxfordshire - carers of adults, young carers and carers of children with disabilities - whether or not the person being cared for receives a social care service.

The strategy is an overarching document that describes how Oxfordshire County Council and Oxfordshire Clinical Commissioning Group will support carers of all ages in the period 2017 - 2020. Through the Oxfordshire Carers' Strategy, the council along with Oxfordshire Clinical Commissioning Group has made a strong commitment to support people who care for others, in recognition of their essential and vital role both in caring and in keeping people as well and as independent of services as possible.

Evidence / Intelligence:

Data on carers in Oxfordshire

Carers have a vital role in the lives of the people they care for and their caring input brings value to the local economy. A report by the Universities of Leeds and Sheffield calculated the replacement care costs for the work carried out by informal carers in Oxfordshire at £1,057million pa.⁶

At the time of the 2011 Census, around 61,100 people in Oxfordshire said they provided some level of informal care to a relative or friend, representing 9.4% of the county's population.

The group most likely to provide unpaid care was aged 50-64, with one in five providing some level of care (19.8%). Meanwhile, 13.8% of people aged 65 and over provided some unpaid care compared with 8.5% of people aged 25 to 49, and 2.1% of people under 25. 1.1% of children aged 0-15 provided some unpaid care, numbering 1,300.

A larger proportion of unpaid care in Oxfordshire was provided by female residents (58.1%) than by male residents (41.9%). This was particularly the case for higher-intensity care, 60.2% of which was provided by female residents.⁷

As of the end of September 2015, around 17,200 adult carers were known to Oxfordshire County Council's social care teams. This figure has been increasing over time. In addition, the Young Carers Service has identified over 2,000 young carers in Oxfordshire, and carers of 1,098 children with disabilities were supported by short breaks services in 2015/16.

⁶ [Valuing Carers 2015](#)

⁷ Source: Joint Strategic Needs Assessment 2016 - adult carers in Oxfordshire

Implementation of the Care Act 2014

It was anticipated that the implementation of the Care Act would result in a greater number of carers coming forward for assessment that may subsequently be eligible for a carer's personal budget, and funding levels in the 'pot' for carers' personal budgets were increased. Both the council and Oxfordshire Clinical Commissioning group contribute funding for carers' personal budgets.

In 2015/16, nearly 2,200 carers completed a carers' assessment, with over 1,850 carers receiving a carer's personal budget to help meet their eligible needs - lower numbers than anticipated through the modelling work undertaken prior to the implementation of the Care Act.

There was therefore a significant level of uncommitted funding allocated to carers' support in the form of personal budget payments, which suggests that this may not be the most effective way to use available resources to support carers in Oxfordshire.

Many carers tell us that being awarded a personal budget makes them feel recognised and valued for the support that they provide. Personal budgets offer flexibility and control to carers, and we know that many carers have used their personal budgets to take a break from caring, which has had a positive impact on their wellbeing and supported them in their caring role.

In the context of considerable financial pressures facing the council and specifically in social care, the council considers that the proposals regarding carers' personal budgets have the 'least worst' outcome for carers. The council considers that the majority of carers' eligible needs can be met through the existing 'core' carer services.

Carers will therefore continue to have access to existing services such as:

- a. The Carers Oxfordshire service - information and advice (online, email, phone); face to face support; volunteer befriending; peer support; training for carers
- b. A range of respite services for adults and children with disabilities to support their carers: daytime support; after school and holiday activities; overnight and longer breaks
- c. Carers' assessment and review and carers' support plan
- d. Young Carers Service
- e. Emergency Carers' Support Service

Alternatives considered / rejected:

In February 2016, the council agreed savings to be made in respect of carers' services. This assessment focuses specifically on two of those savings:

- introduce charging for carers' services
- remove or reduce the level of Personal Budget award to carers who have eligible needs for support following assessment

It has been determined that the introduction of charging for carers' services is not a viable option and would not deliver the required savings. Also, whilst it is permissible for local authorities to charge carers for services, it is not recommended by Government to do so. It is therefore recommended that the council does not proceed with this option.

The option of not making any changes to the current process of carers' assessment and support planning, which may include a Personal Budget was considered but was also rejected as the modelling undertaken showed it would not be possible to deliver the required level of savings now or in future years.

Although carers report that being awarded a personal budget makes them feel recognised and valued for the support that they provide, the council considers that the majority of carers' eligible needs can be met through the 'core' carer services, which include:

- a. The Carers Oxfordshire service - information and advice (online, email, phone); face to face support; volunteer befriending; peer support; training for carers
- b. A range of respite services for adults and children with disabilities to support their carers: daytime support; after school and holiday activities; overnight and longer breaks
- c. Carers' assessment and review and carers' support plan
- d. Young Carers Service
- e. Emergency Carers' Support Service

Impact Assessment: Oxfordshire Carers' Strategy

The strategy sets out how Oxfordshire County Council and Oxfordshire Clinical Commissioning Group will support carers in the period 2017-2020.

It is considered that the strategy will have a positive or neutral impact on carers.

Impact Assessment: carers' personal budgets

This assessment considers the potential impacts on different groups, services, staff and providers and possible mitigations in respect of the **proposed three options for carers' personal budgets** which are being consulted on.

Impact on Individuals and Communities:

General

| Risks | Mitigations |
|---|---|
| <p>All three options proposed have a greater impact on those carers who have previously received a carers' personal budget</p> <p>There is also an impact on carers who haven't had a personal budget but might</p> | <p>The options for carers' personal budgets do not affect the majority of carers - less than a quarter of carers whose needs were assessed in 2015/16 (in an individual Carers' Assessment and/or jointly assessed in the assessment of the</p> |

| | |
|---|--|
| <p>under the current system. However, there could also be a positive impact for some carers who may receive a higher amount under option 1 or 2 than under the current system</p> <p>Option 3: not having a carers' personal budget could mean that some carers are less able to have a break from caring. Not having a personal budget could negatively affect the health and well-being of carers; carers may feel devalued and unsupported in their role, and this could lead to carer breakdown with subsequent significant costs to the council to support the cared for person. There could also be a cumulative subsequent effect on the wider family and support network</p> <p>The proposals may reduce the ability for a break from caring by reducing or removing carers' personal budgets; the impact of this may be higher for carers where the cared for person may not be eligible for or chooses not to receive a social care service</p> <p>There is a risk of a cumulative impact on carers - the review and recommissioning of services such as daytime support for adults and services for children with disabilities that support carers will have an impact on many carers alongside the proposals for carers' personal budgets</p> | <p>Option 3 - in addition to the core offer, the proposed contingency fund will mean that carers who are unable to meet their eligible needs from the 'core' services will be able to apply to the fund for a payment for a specific, identified item that would meet the need The 'core' services and support for carers are continuing and are not part of the proposals for carers' personal budgets. The Carers Oxfordshire service includes services to support carers' health and wellbeing, for carers of people with mental health needs and/or physical health needs</p> <p>Options 1 & 2 retain carers' personal budgets which carers with eligible needs could use for a break, regardless of whether the person cared for receives a social care service. Under option 3, there will be a 'contingency fund' of £100,000 to meet eligible carers' specific needs which cannot be met by the 'core' carers' services, and a carer who is caring for someone who does not receive a social care service for whatever reason could apply for a payment for a break</p> <p>The impact of any potential changes in daytime support services for adults and services for children with disabilities will be reflected in the impact assessments for those services. The council will consider the results of this consultation in conjunction with any potential changes in day time support services to ensure that any adverse impact on carers is mitigated</p> |
|---|--|

Sex

| Risks | Mitigations |
|---|---|
| <p>All three options proposed could impact disproportionately on women, as higher numbers of women are carers</p> | <p>If option 3 is taken forward - a mapping and profiling exercise will be undertaken on carers currently in receipt of the highest level of personal budget e.g. to establish whether the carer lives in an urban or rural area; the age and gender of the carer; needs of person cared for; health needs of carer etc. and use results of this exercise to inform the development of the criteria for the proposed contingency fund and existing carer support services</p> |

Rural communities:

| Risks | Mitigations |
|---|---|
| <p>These proposals could have a greater impact on people living in rural communities as there are high numbers of older people in these areas, and older people are more likely to be carers than younger people The proposals potentially impact more on carers in rural areas in terms of transport and access to services - carers' personal budgets may be used more for transport; public transport availability is usually scarcer in rural areas than in more urban areas and transport costs are higher</p> | <p>If option 3 is taken forward - a mapping and profiling exercise will be undertaken on carers currently in receipt of the highest level of personal budget e.g. to establish whether the carer lives in an urban or rural area; the age and gender of the carer; needs of person cared for; health needs of carer etc. and use results of this exercise to inform the development of the criteria for the proposed contingency fund and existing carer support services</p> |

Areas of deprivation:

| Risks | Mitigations |
|---|--|
| <p>The proposals, option 3 in particular, could have a greater impact on people on low incomes/living in areas of deprivation as they may be less likely to be able to meet their needs from within their own resources</p> | <p>If option 3 is taken forward - a mapping and profiling exercise will be undertaken on carers currently in receipt of the highest level of personal budget e.g. to establish whether the carer lives in an urban or rural area; the age and gender of the carer; needs of person cared for; health needs of carer etc. and use results of this exercise to inform the development of the criteria for the proposed contingency fund and existing</p> |

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| | <p>carer support services</p> <p>Carers Oxfordshire, Oxfordshire Specialist Advice Service and social care staff will encourage the carers they work with to apply for benefits that the carer may be eligible for</p> |
|--|--|

Gender reassignment, pregnancy and maternity, disability, race, religion or belief, sexual orientation, marriage and civil partnership:

No differential impacts have been identified for people who share these protected characteristics, but we anticipate that this may change as a result of the feedback received during this consultation.

Impact on Staff:

| Risks | Mitigations |
|---|---|
| <p>The proposals could have a significant impact on the workloads of operational teams and the Customer Services Centre as there could be an increase in referrals of both new and known social care service users, in particular emergency/urgent referrals at a time of crisis as a result of carer breakdown. There will also be work arising from revising processes and procedures regardless of which of the proposed options for carers' personal budgets is taken forward</p> | <p>Any increases in workload will be monitored and corrective actions taken as required</p> |

Impact on other Council services:

| Risks | Mitigations |
|---|---|
| <p>There is a risk that these proposals could lead to increased costs for the council in providing care and support to people whose carers can no longer maintain their input</p> <p>There could be reputational and political risks to the council of reducing support to carers</p> | <p>Spend on services and budget management processes are closely monitored and any significant increases will be escalated in accordance with operational protocols</p> |

Impact on providers:

| Risks | Mitigations |
|---|--|
| There could be an increase in demand for other social care services such as the Emergency Carers Support Service and emergency respite placements which providers may not have the capacity to meet | The Emergency Carers Support Service is being incorporated into the new Urgent Response and Telecare Service, which is due to begin in October 2016. The new service has been designed to include improved resource capacity |
| There could be a risk that providers of carer support and other social care services may be unable to manage an increase in demand as a result of these proposals | Services will be regularly monitored through existing contract monitoring and other processes to pick up any capacity issues or other concerns which will be escalated in accordance with operational protocols |

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:

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 |
|--|----------------|---------------------------|
| If option 3 taken forward - undertake mapping exercise to identify characteristics of high need carers | | |
| If option 1 or 2 taken forward - review and adjust the Resource Allocation System in the | | |

Oxfordshire Carers' Strategy and Carers' Personal Budgets Consultation

| | | |
|---|--|--|
| carers' assessment process | | |
| Develop criteria and procedure for proposed contingency fund if option 3 is taken forward | | |
| Raise awareness and encourage use of new technology and online support systems | | |

Person responsible for assessment: Benedict Leigh

| Version | Date | Notes (e.g. Initial draft, amended following consultation) |
|---------|------------------------------|---|
| 1 | 22 nd August 2016 | Initial draft |
| | | |
| | | |

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)

| | |
|--|--|
| <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> |

| | |
|---|---|
| <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:

| | |
|---|---|
| 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 |

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Service and Community Impact Assessment (SCIA)

Front Sheet:

Directorate and Service Area: Fire and Rescue Service

What is being assessed (e.g. name of policy, procedure, project, service or proposed service change): Vacancy Management – Fire and Rescue Service and Emergency Planning. The assessment of current and future vacancies to identify whether recruitment, reallocation of responsibilities, outsourcing, collaboration or working in new ways is the most appropriate decision moving forward.

Responsible owner / senior officer: Deputy Chief Fire Officer Simon Furlong

Date of assessment: 05/12/16

Summary of judgement:

The planned changes are a firming up of the temporary position that we have been managing recently. The impact on individuals with protected characteristics is negligible as the roles involved are not directly customer related. The impacts are on existing staff members with morale and capacity being the critical aspects of managing this proposal.

Detail of Assessment:

Purpose of assessment:

This assessment is being completed to consider the impact of saving £250k through the management of vacant post across Fire and Rescue, Trading Standards and Emergency Planning.

The assessment is being carried out to consider the impact of these changes on different people, particularly those who share a protected characteristic under the Equality Act 2010.

You should also include the following statement to clearly set out the reasons and context for undertaking the assessment:

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:

The Fire Service has been integrating over the last few years with both Emergency Planning and Trading Standards and this has led to a number of posts being delivered in different ways with shared responsibilities and managers working across services. In addition when internal roles have become vacant we have resisted like for like replacement and redesigned or redeployed the workloads and responsibilities.

Proposals:

The proposal is to complete a review of our previous structures, to identify the vacant positions, assess the current working practices and to implement decisions.

Evidence / Intelligence:

We will use historical employment data and staff interviews as well as role analysis and professional judgement to create recommendations for the future structural positions.

¹¹ [EC Procurement Threshold for Services](#)

Alternatives considered / rejected:

An alternative approach would have been to replace like for like as people left or retired but in line with the recruitment freeze and business case approach to recruitment we decided not to instantly replace roles.

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.

We assess the impact of decisions on any relevant community, but with particular emphasis on:

- Groups that share the nine protected characteristics
 - 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
- Rural communities
- Areas of deprivation

We also assess the impact on:

- Staff
- Other council services
- Other providers of council services
- Any other element which is relevant to the policy or proposed service change
- How it might improve the economic, social, and environmental of the area affected by the contract **if** the Public Services (Social Value) Act 2012 applies

For every community or group that you identify a potential impact you should discuss this in detail, using evidence (from data, consultation etc.) where possible to support

your judgements. You should then highlight specific risks and any mitigating actions you will take to either lessen the impact, or to address any gaps in understanding you have identified.

If you have not identified an impact on particular groups, staff, other Council services, providers etc. you should indicate this to demonstrate you have considered it.

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 |
|--|---|
| <ul style="list-style-type: none"> ▪ 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 ○ Rural communities ○ Areas of deprivation | <p>There is no direct link between these proposals and any protected group. The majority of the roles that this process will directly involve are support services that do not have direct contact or impact on our customers.</p> <p>None of the roles are specifically related to a protected characteristic.</p> |
| | |

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 |
|---|--|
| Increased stress levels because of change and uncertainty | Formal project management approach. Communication plan. Staff workshops. |

| | |
|--|--|
| | Change champions |
| Lack of knowledge and experience in specific areas | Acceptance of the pace of change and the creation of support processes such as mapping and staff skill sharing sessions. |
| The impact on morale and retention of terminating the temporary contracts of staff that have been “acting up” in the vacancies while we complete assessments and make final decisions. | 1-2-1 meetings, specific feedback on performance, recording of achievements for CV purposes, career progression discussions. |
| Overloading existing staff in terms of work demands if aspects of roles that are not being replaced are reallocated. | Ensure that decisions and role design are done in partnership with members of staff. Use time study predications to assess levels of capacity. Complete lean reviews of processes which are being reallocated to ensure that workloads are minimised. Consider the reallocation of administrative functions and workloads from all roles into the planned customer contact team to increase overall capacity. |
| Retention could be affected if staff feel that positions are being cut and that the opportunity for progression is limited. | Map the grades and positions of Green Book staff and consider the skills needed to deliver in the higher roles. Complete a TNA and identify the formal and informal training that could support staff to progress as and when opportunities are presented. In addition review current Grey Book positions and consider the opportunity for conversion to Green Book. Identify County Council vacancies and ensure our staff are aware of opportunities across OCC. |

Impact on other Council services:

These changes are being completed in-line with the general Transformation direction of travel. The impact on other services might include some support, advice and guidance on the changes but also the sharing of lesson learnt to assist with other changes.

| Risks | Mitigations |
|---|--|
| Lack of available support from other OCC services such as ICT and HR | This is mostly about process re-engineering and the majority of the capacity will come from in-house |
| | Early discussions in order to scope out the potential needs have been completed |
| The work completed could be out of line with the wider transformation programme | Fire are represented on both the board and the working group so are fully aware |

| | |
|--|--|
| | of the priorities and work that is being completed |
|--|--|

Impact on providers:

None identified

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

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?

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 |
|---|----------|-------------------------------|
| Develop a process for assessing whether a role is “critical” and will or won’t be filled. | Feb 17 | Gabby Heycock Paul Bremble |
| Ensure alignment with | On-going | Grahame Mitchell |

| | | |
|--|---|-----------------------|
| OCC transformation plans | | Simon Furlong |
| Complete some lean process training | Feb 17 | Grahame Mitchell |
| Map out FRS Green Book grades and progression opportunities | Feb 17 | Paul Bremble |
| Complete a TNA to identify the skills required of higher grades and match this to formal and informal training opportunities | April 17 | Clare Sellman |
| Specifically consider the opportunities for the conversion of Grey Book roles to Green Book. | On retirement of individuals from roles | Paul Bremble |
| If roles are not being replaced ensure that any staff that have been in a temporary position are supported on an individual basis. | As required as decisions are made. | The allocated officer |

Monitoring and review:

March 17 – After consultation

June – review after initial changes have been implemented

October – review of lean process outcomes

Person responsible for assessment:

| Version | Date | Notes (e.g. Initial draft, amended following consultation) |
|---------|----------|---|
| 1 | 06/12/16 | |
| | | |
| | | |

Service and Community Impact Assessment (SCIA)

Front Sheet:

Directorate and Service Area: Fire and Rescue Service

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

The creation of an Operational Crewing Pool, similar to a bank system used in other services.

Responsible owner / senior officer: Deputy Chief Fire Officer Simon Furlong

Date of assessment: 05/12/16

Summary of judgement: This proposal is to manage our emergency staff needs in a different way which will have no impact on the public.

We have a version of this system operating currently although currently it is more common for the approach to be based on short term contracts. We have experience of operating a crewing pool and have used the ability to allocated staff on a shift by shift basis and we know that it can work. We will monitor the success of this approach and record the impact on crewing levels.

Detail of Assessment:

Purpose of assessment:

This assessment is being completed to consider the impact of saving £100k through the creation of an Operational Crewing Pool.

The assessment is being carried out to consider the impact of these changes on different people, particularly those who share a protected characteristic under the Equality Act 2010.

You should also include the following statement to clearly set out the reasons and context for undertaking the assessment:

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:

The Fire Service utilise a formula to determine the number of staff allocated to each Wholetime firefighter watch. This is based on local and national assessments of risk at incident types that determines the number of firefighters required in order to implement safe systems of work. The number of firefighter posts required per watch then impacts on our overall establishment figure of operational posts.

Proposals:

The proposal is to utilise a pool of firefighters to be able to fill positions on a needs basis. This would enable the establishment figure to run below the number required without impacting on our safe systems of work or our service to the public. The ability to provide operational cover when it is needed will reduce the costs in comparison to a full time equivalent.

Evidence / Intelligence:

We have a version of this system operating currently although currently it is more common for the approach to be based on short term contracts. We have experience of operating a crewing pool and have used the ability to allocated staff on a shift by shift basis and we know that it can work. We will monitor the success of this approach and record the impact on crewing levels.

¹¹ [EC Procurement Threshold for Services](#)

Alternatives considered / rejected:

An alternative approach would be to make more use of short term contracts but that is not as cost effective and does not provide clarity for our staff and increases administrative workloads.

We reject the option of reducing our operational establishment figures as we would be unable to maintain minimum numbers of firefighters on appliances leaving us unable to implement safe systems of work and provide the same level of emergency response to the public.

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.

We assess the impact of decisions on any relevant community, but with particular emphasis on:

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 - sexual orientation
 - marriage and civil partnership
- Rural communities
- Areas of deprivation

We also assess the impact on:

- Staff
- Other council services
- Other providers of council services

- Any other element which is relevant to the policy or proposed service change
- How it might improve the economic, social, and environmental of the area affected by the contract **if** the Public Services (Social Value) Act 2012 applies

For every community or group that you identify a potential impact you should discuss this in detail, using evidence (from data, consultation etc.) where possible to support your judgements. You should then highlight specific risks and any mitigating actions you will take to either lessen the impact, or to address any gaps in understanding you have identified.

If you have not identified an impact on particular groups, staff, other Council services, providers etc. you should indicate this to demonstrate you have considered it.

| |
|---|
| 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 |
|--|--|
| <ul style="list-style-type: none"> ▪ 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 ○ Rural communities ○ Areas of deprivation | <p>The changes proposed result in no change to service provision other than the way in which resources are provided on occasions. There is no identifiable impact on any of the protected characteristics.</p> |
| <p>The inability to provide minimum levels of crewing resulting in a limitation of emergency response actions to the public</p> | <p>We have fall back positions available to us and can reallocate staff from other roles if needed although this is not preferable as a result of the impacts on strategic objectives.</p> |

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 volunteer to work for a period of time which is not safe or good for their well-being based on their overall work hours | Monitoring systems will be introduced to ensure that staff are working within safe limits and appropriate rest periods are maintained |
| The Fire Brigade's Union may adversely react to the proposal | Communications and conversation around the thoughts and considerations that have been completed |
| | |
| | |
| | |

Impact on other Council services:

None identified

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

Impact on providers:

None identified

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

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?

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 |
|--------|---------|--------------------|
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Monitoring and review:

March 17 – After consultation
 June – review after initial changes have been implemented
 October – review of lean process outcomes

Person responsible for assessment:

| Version | Date | Notes (e.g. Initial draft, amended following consultation) |
|---------|----------|---|
| 1 | 06/12/16 | |
| | | |
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Daytime Support Review

Consultation Meeting

Page 83

Agenda Item 7



OXFORDSHIRE
COUNTY COUNCIL



Our approach to the Review

- We wanted to spend time listening to the people who use services and their carers.
- We engaged 600 people who use services and their carers to design a new model to help people live well in Oxfordshire
- The proposed new model protects our universal offer to communities, while meeting statutory obligations



Daytime Support Review

The cost of current services in scope is £9.3m

| Service | Cost |
|--|---------|
| Wellbeing and Employment Support Service | £0.5m |
| Community Information Network | £0.25m |
| Dementia Support Service | £0.4m |
| Community day services (mainly for older people) | £0.99m |
| Witney Volunteer Link Up | £0.030m |
| Health and Wellbeing Centres (older people) | £0.92m |
| Internal Daytime Support Service (learning disability) | £4.1m |
| Integrated Transport Unit Transport recharge | £2.1m |

Page 85



Daytime Support Review: Outcome

Page 86



**Support for living well in the
community**

- **Support for voluntary and community organisations**
- Organisation & partnership support
- Grants for new developments and to continue services in areas with most need

Daytime Support Review: Outcome

Page 87

Open access tailored support for more vulnerable people

- **Open to everyone, free at the point of delivery**
 - Wellbeing & Employment Support Service
 - Dementia Support Service

Support for living well in the community

- **Support for voluntary and community organisations**
- Organisation & partnership support
- Grants for new developments and to continue services in areas with most need



Daytime Support Review: Outcome

Page 88

Personal budgets for people with eligible needs

- Enabling people to buy services provided by a range of community organisations, voluntary organisations, private organisations, and the county council
- Self-funders can buy from the same services and we will guarantee that they can purchase the internal service at the same cost as people with council funding.

Open access tailored support for more vulnerable people

- **Open to everyone, free at the point of delivery**
 - Wellbeing & Employment Support Service
 - Dementia Support Service

Support for living well in the community

- **Support for voluntary and community organisations**
- Organisation & partnership support
- Grants for new developments and to continue services in areas with most need



Community Support Service

- We will provide a Community Support Service which people can purchase with their personal budget or own resources
- This will be **countywide** and provide a wide range of flexible support options for individuals and groups
- **Care workers will provide the transport** for people when they need it, providing continuity of care

Page 89

Option A (centre based)

delivered from a number of bases:
Oxford, Banbury, Didcot, Witney,
Bicester, Wantage, Abingdon and
Wallingford

Option B (mixed)

provided to four geographical
areas (City, North, South and
West) with four bases



Daytime Support Review

The cost of the new model is either £5.9m (Option A) and £6.9m (option B).
Transport costs in either A or B are £1m

Page 90

| Service | Cost |
|--|---------------|
| Grant funding for community prevention | £0.25m |
| Community Information Network | £0.25m |
| | |
| Wellbeing and Employment Service | £0.5m |
| Dementia Support Service | £0.4m |
| | |
| <i>Community Support Service Option A OR</i> | <i>£4.55m</i> |
| <i>Community Support Service Option B</i> | <i>£5.52m</i> |



Daytime Support Review: Impact

The new model requires change across all services. This includes

- retaining voluntary sector infrastructure support
- retaining the Community Information Network
- enabling community and voluntary sector providers to book **transport** through the Comet
- replacing current funding (£0.99m) for 46 older persons daytime support services with **new grants (£0.25m)**
- retaining **open access support** for people with dementia and wellbeing and employment support for vulnerable people
- replacing our health and wellbeing centres and learning disability daytime support with a **community support service**



Daytime Support Review

Public Consultation

1 November 2016 to 20 December 2016

3 consultation workshops

21, 22 and 23 November 2016, in Banbury, Didcot and Oxford

Multiple provider run focus groups

Post Consultation

Cabinet

24 January 2017

Full Council

14 February 2017

Implementation

March to September 2017

Project fully complete by 1 October 2017

Post implementation review starts 1 April 2018, complete by 1 July 2018

Review of Daytime Support – Summary

Background

We have carried out a review of daytime support for people aged over 18 in Oxfordshire. The review 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. Its purpose was to help the council to develop future options for daytime support that meet people's needs, and the council's statutory responsibilities, within the current financial resources.

The review started in March 2016 and covered voluntary and community provided daytime support, health and wellbeing centres, learning disability daytime support services, and their associated transport arrangements. This support is currently used by about 2,000 people in Oxfordshire. The review linked to the review of respite services and the Oxfordshire carers' strategy and carers' personal budgets review.

Introduction

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 helps people to live independent and fulfilling lives. We want to ensure it is fit for the future and sustainable over the longer term, in a challenging financial context.

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 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.

Daytime support ranges from community lunch clubs to specialist centre-based support for people with complex needs. There are over 200 daytime support services provided in Oxfordshire – the vast majority provided by community groups and charities without funding from the county council.

What people want from daytime support has changed over time. 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 recognise that proposing changes to daytime support may be unsettling for people. Whatever is decided, we guarantee the county council will continue to provide a **core service** for people who have assessed eligible needs for social care support, which makes sure they have the daytime support they need. We are also committed to continuing to fund current services until the end of August 2017, and to supporting **community-based services** to continue to flourish.

As a result of the review we are proposing a new model for daytime support and a number of options for delivering this, which we are now consulting on.

What is the proposed model and the options for delivering it?



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.