



# Norfolk County Council

## Budget proposals 2019/2020

### Overall Summary Equality & rural impact assessment report

For further information about this report please contact Jo Richardson, Equality & Diversity Manager:

**Telephone:** 01603 223816

**Email:** [jo.richardson@norfolk.gov.uk](mailto:jo.richardson@norfolk.gov.uk)

**Text relay:** 18001 0344 800 8020

**Fax:** 0344 800 8012



If you need this document in large print, audio, Braille, alternative format or in a different language please contact Neil Howard on 0344 800 8020 or 18001 0344 800 8020 (Text relay).

# Contents

1.	Introduction
2.	The purpose of equality and rural impact assessments
3.	The legal context
4.	Overview of findings for 2019/2020
5.	Policy & Resources Committee budget proposals 2019/2020
6.	Service Committee budget proposals 2019/2020
7.	Accessibility considerations
8.	Human rights implications
9.	Evidence used to inform this assessment
10.	Further information and contact details

## Introduction

1. This report summarises the findings of equality and rural impact assessments of Norfolk County Council's 49 budget proposals for 2019/2020.
2. This includes all budget proposals made by Policy & Resources Committee and the Council's six service committees. It includes the proposal to increase council tax.

## The purpose of equality and rural impact assessments

3. The purpose of equality and rural assessments is to enable elected members to consider the potential impact of decisions on different people and communities prior to decisions being taken. Mitigating actions can be developed if detrimental impact is identified.
4. It is not always possible to adopt the course of action that will best promote the needs of people with protected characteristics or in rural areas. However, assessments enable informed decisions to be made, that take into account every opportunity to minimise disadvantage.

## The legal context

5. Public authorities have a duty under the Equality Act 2010 to consider the implications of proposals on people with protected characteristics. The Act states that public bodies must pay due regard to the need to:
  - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act<sup>1</sup>;
  - Advance equality of opportunity between people who share a protected characteristic<sup>2</sup> and people who do not share it<sup>3</sup>;
  - Foster good relations between people who share a protected characteristic and people who do not share it<sup>4</sup>.
6. The full Act is available [here](#).

## The assessment process

7. The assessment process comprises three phases:
  - **Phase 1** – evidence is gathered on each proposal, to examine who might be affected and how. This includes reviewing the findings of related assessments and public consultation, contextual information about local populations and other relevant data. Where appropriate, public consultation takes place.
  - **Phase 2** – the results are analysed. The assessments are drafted, making sure that any potential impacts are fully assessed. If the evidence indicates that a proposal may have a detrimental impact on people with protected characteristics or in rural communities, mitigating actions are considered.
  - **Phase 3** – Policy & Resources Committee considers the findings of the assessments and mitigating actions at its meeting on 28 January 2019. The

Committee takes any impacts into account before making a decision about which proposals to recommend to Full Council on 11 February 2019, which is when a final decision on the budget proposals will be made.

## Overview of findings for 2019/2020

8. The core aim of the Council's budget proposals for 2019/2020 is to work better and more efficiently, to maximise technological solutions and invest the authority's total budget of approximately £1.4bn in services to meet the needs of residents, particularly the most vulnerable. This will impact positively on all protected groups, particularly disabled and older people, as well as children and families in need.
9. This year, as in previous years, every effort has been made to find savings from efficiencies and new ways of working, to avoid impacting on residents, businesses and visitors in Norfolk.
10. Eight of the proposals will have a positive impact on people with protected characteristics, particularly disabled and older people, families and children. They will enhance services, by exploiting technology to keep people independent for longer; making services simpler to access and increasing the number of employment and volunteering opportunities available for people with learning difficulties.
11. One of the Council's budget proposals may have a significant detrimental impact on people with protected characteristics or in rural areas - mainly disabled and older people:  
  
*Making changes to our Adult Social Care charging policy to come in line with national guidance (Adults).*
12. The proposal to increase council tax will impact on most residents.
13. When considering the impact of its budget proposals, the Council is required to take into account other factors which may be impacting on residents – for example, Norfolk's rural geography; the rising cost of living; changes to welfare reform; changes to public services (such as a need for service users to start paying for some services or towards the cost of their care) and social issues, such as the priority of disabled and older residents to remain independent for as long as possible.
14. It is important to note that this report only considers the impact of the Council's budget proposals for this year. For obvious reasons, it does not detail the various positive impacts of the Council's day-to-day services on people with protected characteristics and in rural areas - such as promoting independence for disabled and older people; supporting children and families to achieve the best possible outcomes; keeping vulnerable adults and children safe, and lobbying nationally on the big issues for residents and businesses – such as transport and better broadband for Norfolk.
15. In view of this, the task for Policy & Resources Committee is to consider the various impacts set out in this report, and balance them alongside the many other factors to be taken into account, covered elsewhere on the agenda, to achieve a balanced budget that focuses the Council's resources of £1.4bn where it is most needed.



**Norfolk** County Council

## **Policy & Resources Committee budget proposals 2019-2020**

# **Equality and rural assessments – findings and recommendations**

January 2019

**Lead officer – Jo Richardson, Equality & Diversity Manager, in consultation with Titus Adam, Financial Projects and Planning Manager**

**This assessment helps you to consider the impact of service changes on people with protected characteristics and in rural areas. The assessment can be updated at any time to inform service planning and commissioning.**

**For more information please contact Equality & Diversity team, email: [equality@norfolk.gov.uk](mailto:equality@norfolk.gov.uk) or tel: 01603 223816.**

## Policy & Resources budget proposals 2019-2020

1. Policy and Resources Committee has made twelve budget proposals for 2019-2020:

	<b>Title of proposal</b>	<b>Description</b>
1.	Increase in Council Tax of 0% for Adult Social Care precept, and general increase of 2.99% in 2019-20	<p>The Council is proposing to increase general council tax by 2.99% in 2019/20.</p> <p>In 2016 the Government gave us the opportunity to raise council tax to help pay for adult social care services – this is called the adult social care precept. Adult social care services are those that support older people, disabled people and people with mental health problems. These services help people to stay safe in their own homes and continue to be independent. Where this is not possible adult social care can support people in residential care.</p> <p>The Government has allowed us to increase the social care precept by 6% over a three year period 2017-18 to 2019-20. In both 2017-18 and 2018-19 we increased it by 3% and as a result this year we have no further scope to raise the precept, meaning it will be charged at the same level as in 2018-19. The money generated from this is ring-fenced so we can only spend it on adult social care services.</p> <p>We have therefore based our budget proposals for 2019/20 on the assumption that general council tax will increase overall by 2.99%. If we do not increase council tax, then we would have to find a further £11.669m in savings.</p> <p>A 2.99% council tax increase would mean a typical Band D home would see an annual increase of £39.51, which is about £0.76 per week.</p>
2.	Increase income from Equality and Diversity team by charging other public sector bodies for work undertaken on their behalf.	<p>The Council has a small equality and diversity team within the CES department. Last year, the team refocussed some activity to enable income generation by providing specialist advice and support to public sector bodies. This work has been successful, and it is proposed that this income generation target is increased. This work does not impact on the resource needed to ensure the County Council meets its responsibilities, and in addition to income generation there are other benefits from closer working with other public-sector bodies.</p>
3.	Saving resulting from a review of Norfolk Futures budgets, risks, and assumptions to achieve a saving without a direct impact on delivery of the	<p>Following a review of Norfolk Futures budget provision alongside the associated risks and assumptions, it will be possible to deliver a one-off saving in 2019-20 without a direct impact on delivery of the transformation programme.</p>

	<b>Title of proposal</b>	<b>Description</b>
	transformation programme.	
4.	Democratic Services	Saving resulting from a further staffing review in Democratic Services arising from Business Support review across the Managing Director's directorate.
5.	Deliver a saving by paying part of the Council's employer pension contributions to the Norfolk Pension Fund in advance so that it can generate increased investment returns.	The Council has the option of pre-paying employer pension contributions to the LGPS (Norfolk Pension Fund) due for the 18 months to 31 March 2020 as a lump sum to realise a significant one-off saving. Currently these contributions are paid over monthly. If contributions are paid up front, they will be invested for a longer period and are therefore assumed to generate additional investment returns in the funding model used by the pension fund actuary to calculate employer contributions due. The actual saving ultimately realised will be subject to the next actuarial valuation and the performance of the Pension Fund.
6.	Review of investment assumptions and borrowing requirements to achieve a saving.	Savings which can be achieved from a further review of the Council's treasury management and borrowing strategy, which is anticipated to enable a reduction in the budget held for interest payable on loans.
7.	Increased income from ESPO dividend	The Council is a member, along with five other local authorities, of ESPO. The Council has no control over the day to day operations of ESPO, but as a member of the consortium receives a dividend based on a formula including current and previous usage of ESPO contracts. The proposal reflects the Council's latest forecasts for the dividend.
8.	Local Assistance Scheme saving - efficiencies from improved purchasing	The Council administers a Local Assistance Scheme which provides discretionary help for vulnerable residents. The majority of awards are made in the form of vouchers for household goods or pre-paid cards. Improvements in our purchasing approach are expected to deliver a saving in the costs of delivering the scheme.
9.	Capital receipts	The Council proposes to apply capital receipts in future years to support the revenue budget where permissible to fund debt repayment and transformation activities.
10.	Senior Management Review	This adjustment recognises that savings will be achieved from 2019-20 from the new Senior Management Structure which was agreed by Full Council in December 2018.
11.	Airport Pensions	This adjustment reflects a saving which will arise from the ending of contractual arrangements relating to the Norwich Airport PPP agreement in 2018-19.
12.	Insurance Fund surplus contribution	The Council proposes to release a one-off contribution from the Insurance Fund Reserve/Provision which is not required based on

	<b>Title of proposal</b>	<b>Description</b>
		latest forecasts and assessments of risk, which will support the 2019-20 budget.

## Potential impact

- The proposal to increase council tax is the only proposal which will impact directly on residents. An assessment of this proposal is dealt with below
- The other eleven proposals are unlikely to have any detrimental impact on people with protected characteristics or in rural areas. The reasons for this are provided below:

	<b>Title of proposal</b>	<b>Impact</b>
1.	Increase in Council Tax of 0% for Adult Social Care precept, and general increase of 2.99% in 2019-20	<p>This proposal will affect all residents eligible to pay council tax, including people with protected characteristics and in rural areas.</p> <p>At October 2018 there were 412,150 council tax 'chargeable dwellings' in Norfolk. Any County Council increase in council tax would be applied equally and proportionally to each household, meaning that higher-banded properties would pay a higher cash amount.</p> <p><b>Concessions for people eligible for support, reductions or exemption</b></p> <p>Whilst the impact of a council tax increase would affect almost all dwellings, concessions are in place that mean that people who are older, live on their own, or who have a disability may be eligible for council tax support, reductions or exemption.</p> <p>The table at Annex 1 presents the proportion of people subject to some kind of reduction in each district. Demographic factors, and variations in council tax reduction schemes, will mean that the proportion of people exempt or receiving a reduction in each of Norfolk's districts differs.</p> <p>In addition to these exemptions, district councils are responsible for local arrangements to provide help with council tax. These responsibilities cover what was known prior to 2013 as Council Tax Benefit, and mean that reductions are in place to support vulnerable working age and older people.</p> <p>A range of factors may enable a household to qualify for discounts or exemptions. These include:</p> <ul style="list-style-type: none"> <li>Someone's disability status, entitlement to certain benefits and presence of accessible features in their home;</li> </ul>

	Title of proposal	Impact
		<ul style="list-style-type: none"> <li>• If someone is a carer who, for at least 35 hours a week, is looking after someone in the same household (not including a spouse or child) who is entitled to certain benefits;</li> <li>• Households which consist only of students; and</li> <li>• Properties which are unoccupied for various reasons including residence in care provision.</li> </ul> <p>These reliefs can help to alleviate council tax liabilities for certain households.</p> <p>Whilst the local arrangements are at the discretion of each district, and so cannot be collated simply, the number of equivalent dwellings receiving this kind of support for working age people in Norfolk last year was 23,847, and for older people was 21,878.</p> <p>District councils also have powers to reduce the amount of council tax payable for certain classes of dwelling including empty properties and properties undergoing major structural work, with legislation prescribing the level of discount the district council can offer. An increase in council tax may therefore have a reduced impact on properties within these categories, depending on the scheme adopted locally. These discounts are time limited except in the case of second homes.</p> <p>A council tax premium may be charged on certain empty properties if they have been vacant for a period of more than two years. An increase in council tax may therefore have a greater impact on these properties.</p> <p><b>Other issues to take into account</b></p> <p>In considering an increase in council tax, it is pertinent to take other social factors into account, such as the impact of welfare reform. Although there is no major role for local authorities in much of the policy development and delivery of welfare reform, it continues to have a significant impact on Norfolk service users, residents and communities. Some examples include the introduction of Universal Credit and the move from Disability Living Allowance (DLA) to Personal Independence Payment. Disabled people and their carers are particularly likely to be affected, and many have reported increased financial hardship.</p> <p>The impact varies according to the circumstances of each individual, but there are obvious implications for those who are already in receipt of benefits such as DLA or Employment and Support Allowance and have lost their entitlement; and those who may need to move house.</p>

	Title of proposal	Impact
		<p>Another issue to take into account is the potential impact on people in rural areas. Rural housing may be more expensive than urban properties, and may therefore tend to be in higher tax bands. However, people in rural areas would argue that being asset rich does not mean income rich, and in cash terms, rural areas may shoulder a larger percentage of the total Council Tax return.</p> <p><b>Conclusions</b></p> <p>It is likely that the financial impact of an increase in council tax would be reduced for some vulnerable people and those on low incomes by existing council tax exemption mechanisms. It is important to note, however, that these provisions vary from district to district depending on the council tax support scheme provided, and will depend on people's individual circumstances.</p> <p>Overall, the impact is likely to be greatest for households on a low, fixed income, but which are not eligible for council tax support. This may include disabled people who are in work, and this is important to note, given that disabled people are more likely to be earning less than their non-disabled counterparts, even when they share the same qualifications and other relevant characteristics<sup>5</sup>.</p> <p>On balance, probably the greatest factor to take into account is that an increase in council tax will primarily benefit Norfolk's most vulnerable disabled and older people and their carers. This is because it will enable the Council to continue to protect essential adult social care services for disabled and older people in the county.</p>
2.	Increase income from Equality and Diversity team by charging other public sector bodies for work undertaken on their behalf.	<p>There is no evidence to indicate that increasing the team's income target will reduce the Council's capacity to address equality issues or deliver agreed actions set out in the Council's Equality, Diversity &amp; Inclusion Objectives.</p> <p>There will be no impact on staffing levels.</p>
3.	Saving resulting from a review of Norfolk Futures budgets, risks, and assumptions to achieve a saving without a direct impact on delivery of the	<p>There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because no changes are proposed to service standards, quality or delivery.</p>

	<b>Title of proposal</b>	<b>Impact</b>
	transformation programme.	
4.	Democratic Services	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas (both staff and service users). Posts will be reviewed as they become vacant and the deletion of these posts will not lead to changes to service standards, quality or delivery.
5.	Deliver a saving by paying part of the Council's employer pension contributions to the Norfolk Pension Fund in advance so that it can generate increased investment returns.	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because: <ul style="list-style-type: none"> <li>• No changes are proposed to service standards, quality or delivery.</li> <li>• Employees' pension terms and conditions will be unaffected.</li> </ul>
6.	Review of investment assumptions and borrowing requirements to achieve a saving.	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because no changes are proposed to service standards, quality or delivery.
7.	Increased income from ESPO dividend	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because no changes are proposed to service standards, quality or delivery.
8.	Local Assistance Scheme saving - efficiencies from improved purchasing	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because no changes are proposed to service standards, quality or delivery.
9.	Capital receipts	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because no changes are proposed to service standards, quality or delivery.
10.	Senior Management Review	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because no changes are proposed to service standards, quality or delivery.  The Managing Director's resignation to move to a new role has enabled a substantive review of the current management structure and arrangements. Considerations about the implications of the changes were set out in the December 2018 County Council report.
11.	Airport Pensions	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is

	<b>Title of proposal</b>	<b>Impact</b>
		because no changes are proposed to service standards, quality or delivery.
12.	Insurance Fund surplus contribution	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because no changes are proposed to service standards, quality or delivery.

### **Mitigating actions**

	<b>Action/s</b>	<b>Lead</b>	<b>Date</b>
1.	Note the potential impact of the proposal to increase council tax, set out above.	Policy & Resources Committee	28 January 2019



**Norfolk** County Council

## **Adult Social Care budget proposals 2019-2020**

# **Equality and rural assessments – findings and recommendations**

**January 2019**

**Lead officer – Jo Richardson, Equality & Diversity Manager, in consultation with Susanne Baldwin, Finance Business Partner; Adult Social Services.**

**This assessment helps you to consider the impact of service changes on people with protected characteristics and in rural areas. You can update this assessment at any time to inform service planning and commissioning.**

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## Adult Social Care Services budget proposals 2019-2020

1. Adult Social Care Committee has put forward eleven budget proposals for 2019-2020:

	<b>Title of proposal</b>	<b>Description</b>
1.	Helping people to return home through accommodation based reablement to prevent long-term residential	<p>In line with the Council's Promoting Independence Strategy, there is an aim to maximise the independence of more people and reduce the number of people going into residential care. During the last twelve months the service has piloted two models of accommodation based reablement, which provides an alternative for people who are medically fit to be discharged from hospital but who are not well enough to go straight home and also people who are living at home but at risk of going into residential care.</p> <p>A commissioned service and in-house service has been developed. The service works with people to regain their independence in a safe environment, usually after an illness or injury and return home following the reablement programme. Previously this could have meant a stay in a residential setting and potential permanent loss of independence. The pilots were initially funded through the improved better care fund but have demonstrated a return on the investment through more people being able to return home and a reduction in needs. This proposal would see a continuation of this saving.</p> <p>The proposal is based on creating a permanent service, with a continuation of the mix of in-house and commissioned services, as well as some increase in provision in line with need.</p> <p>There has been a positive response to the accommodation based reablement services, both in relation to positive outcomes for individuals, which have led to increased numbers of people able to return home and service user feedback. The proposal will enable more people to be re-abled and stay in their own homes.</p>
2.	Helping people to stay at home through home based reablement to prevent, reduce and delay long-term home care packages	<p>Following a review of outcomes and identification of the need for increased capacity the service is expanding the in-house home based reablement service to increase capacity by 15%. The joint investment with Clinical Commissioning Groups in addition to staffing has been made in 2018-19 working with people to reduce the ongoing level of care and support required. This extra supply will enable an estimated additional 800 people to be re-abled each year, with existing outcomes suggesting that 61% of people are fully re-abled and do not require long term services or readmission to hospital, providing a</p>

	Title of proposal	Description
		<p>saving for both health and social care. Those people who do need on going care need smaller packages.</p> <p>The proposal is for the continuation of the expansion of home based reablement service. Recruitment is ongoing and along with retention is a challenge for the service as for the whole health and social care system.</p> <p>The proposal is an invest to save and will enable more people in Norfolk to be re-abled and supported to remain independent in their home for as long as possible.</p>
3.	<p>Start of a ten-year housing development programme to develop Extra Care Housing across Norfolk to prevent need for long-term residential care</p>	<p>The Council's priorities include a focus on housing. To help people to remain independent, the service has developed a new housing strategy for older people. This identified that there will be a shortage of extra care housing with care in Norfolk over the next ten years, with the need for an additional 2,842 units.</p> <p>Extra Care Housing is the term used nationally to describe housing for people that supplies some care provision and offers self-contained accommodation with staff available 24 hours a day. Schemes include apartments that are rented or owned by individuals who require a level of care. Individuals renting a flat may be able to claim housing benefit if eligible. Having the right type of housing options available for older people is key for helping people to remain in their own home and prevent crisis and can prevent or delay the need for residential care. Savings are generated from the prevention of spend.</p> <p>A full business case has been developed setting out the aims of the programme. The programme will work with a range of developers in the market to build schemes and has developed a business model, which will allow some financial support to enable the development of affordable homes in some areas. This is a ten-year programme and due to the lead in times for build and implementation, revenue savings will not be deliverable until 2021-22, but will increase after that with the potential for an annual £2m revenue savings by the completion of the programme.</p> <p>The proposal is to increase the number of extra care housing with care units in Norfolk. This would increase the availability of alternative housing for people who are experiencing increasing care needs or reduction in mobility and provide an earlier preventative alternative to residential care.</p>
4.	<p>Making changes to our Adult Social Care charging policy to come in</p>	<p>In Norfolk, we have not reviewed some parts of our policy since the introduction of the Care Act in 2014 and although the Government allows there to be separate rates for different age groups, we have been using a</p>

	Title of proposal	Description
	line with the national guidance	<p>higher rate for all groups rather than different rates based on people's age. We now need to be in line with our neighbouring councils and set the rate according to people's age.</p> <p>We have consulted on moving to the national guidance for the minimum income guarantee – this is the minimum amount that people are guaranteed to be left with each week before any charge for care can be made.</p> <p>In Norfolk we are already in line with the minimum income guarantee level for older people, but we do not follow the guidance for younger adults which sets a lower rate. We therefore propose to move to the nationally set lower rates for people aged 18-24 and 25 to pension age, but not change the rate for older people.</p> <p>We would use around £1m of the additional income to support this change, including to build up new services for working age adults. This would include better support and advice. We would also invest in employment support, since we are out of step with other areas on the number of people with learning disabilities in work. As part of this charging review, we would also seek to align with Government guidance about people in receipt of Personal Independence Payments (PIP) daily living component. A change in legislation means that the Council is now able to take into account a higher level of this component – known as enhanced PIP – when calculating someone's income. Previously, this has been excluded. The Mobility component will not be impacted by this change.</p> <p>Subject to the outcome of the consultation and final proposals, the Council would develop new services to improve financial advice and access to employment for working age adults, to enable enhanced services to be up and running prior to any changes. Some people will see no change to their charges or would continue to not contribute towards the care costs, due to their particular circumstances. However, others would see an increase in the amount that they are asked to contribute towards their care costs.</p> <p>The proposal will bring Norfolk's charging policy more in line with other councils in the region, but would increase the amount that some service users pay towards their care costs. The proposal would enable some of the additional income to be reinvested to improve services to support working age adults into employment opportunities and to improve financial advice for individuals.</p>
5.	Full year effect of invest to save increasing support	As part of service improvement, adult social care has invested resources within the welfare benefits and income teams to increase capacity to ensure that our charging

	<b>Title of proposal</b>	<b>Description</b>
	for people to claim welfare benefits and reduce the number of people who do not make a contribution towards their care	<p>policy is consistently applied and to provide support for people to claim welfare benefits. This is increasing the number of people who are able to contribute towards their care costs, in line with the current charging policy.</p> <p>The invest to save is increasing the capacity of the team to provide support to individuals and ensure that assessments are completed at least annually and individuals are supported when circumstances change. The saving reflects the full year effect from this investment. The proposal supports the consistent application of the current charging policy and does not make any changes to the process or assessment.</p> <p>Initial work identified that reviewing financial assessments annually benefits service users by making sure that their circumstances are kept up to date, meaning that any contributions are fair and affordable and that service users are supported to claim any benefits to which they are entitled.</p>
6.	Review of budgets, risks, and inflation assumptions to deliver a saving without a direct impact on services	<p>There are a number of budgets where requirements and needs have changed for the next financial year. The budget review has identified opportunities to reduce budgets and release previously allocated resources where spend is no longer needed or where assumptions, including inflation assumptions, have been revised.</p> <p>The budget review has been completed and the adjustments can be made as part of the budget setting process. The review will not lead to a reduction in services, however, this will reduce overall flexibility to mitigate financial risks.</p>
7.	Reducing staff travel costs	<p>The service has delivered underspend within staff travel budgets. New ways of working, use of Skype rather than travelling and use of pool cars will enable this reduction to be sustained.</p>
8.	Shift to prevention within the health and social care system	<p>The health and social care system in Norfolk and Waveney has a clear vision for transformation. This is based around supporting people to enjoy good health for as long as possible and stay independent and in control of their lives. Key to this is strengthening primary and community services so that people can stay in their own homes, and return to their usual place of residence after a stay in hospital.</p> <p>The Norfolk and Waveney Sustainable Transformation Programme (STP) is currently reviewing patterns of demand and care across the whole health and social care system. It is recognised that the balance of spend in health and social care needs to 'shift left' to reallocate funding to provide the right level of investment in communities, through social care, primary care and community health and reduce demands on hospital, which</p>

	Title of proposal	Description
		<p>is both the most costly environment in which to support people and also most in demand.</p> <p>There is a compelling case for investment in prevention because of the savings it can achieve across the whole system. Our work has shown that for every £1 spent on prevention there is a return of around £3.50 elsewhere in the system. This proposal therefore seeks a transfer from health spending within the Norfolk and Waveney system to social care. The proposal is a cautious view of the invest to save potential in social care to deliver savings elsewhere in the system.</p> <p>The investment could be through a number of preventative measures, including building capacity, focussed work to target the people most at risk – including frailty and falls prevention and continuing to develop the preventative offer across Norfolk.</p> <p>The shift in the system is placing more pressure on social care. The proposal is seeking health investment to both protect and enhance services, with ambition to work with health partners to in particular focus on prevention and frailty management to reduce risk of admissions to hospital.</p>
9.	<p>Saving resulting from impact of social prescribing, where new social prescribers work with GPs to direct people to alternative preventative solutions before they require social care, helping to prevent and delay formal social care needs.</p>	<p>The saving represents the financial benefit being targeted from implementation of social prescribing. Social prescribing and the use of social, as well as purely medical interventions, to address the causes of ill health are increasingly recognised as part of an integrated and preventative approach to improving and transforming health provision. Social prescribing is part of the Norfolk and Waveney STP. Its aim is to build on existing community networks, working with GPs, district councils, social care and the voluntary community sector to identify resources available in a community and act as a referral pathway to housing and welfare advice, mental health support, healthy lifestyles, alcohol services, falls prevention, financial and benefits advice, befriending and community activities to support outcomes for people. The model is transferable and flexible for local needs, providing a co-ordinated range of options for health and care services to refer to, to support patients.</p> <p>The programme is being rolled out for people aged 18 years or over, registered with a GP practice and living in the Norfolk and Waveney who have specific needs – i.e. a chronic disease or long term condition, including sensory impairments, mental ill health, mild or moderate depression or anxiety; needs that challenge their independence; loneliness or social isolation or who frequently attend the GP surgery and have advice and support needs that cannot be adequately addressed by</p>

	<b>Title of proposal</b>	<b>Description</b>
		<p>primary care, for example housing needs. Locality schemes are now in place and the pilots will be evaluated in 2019/20 after they have been up and running for a year. In addition, the Council has been successful in gaining a social impact bond through the Life Chances Fund, which will provide further financial support during implementation and evaluation of the invest to save benefits.</p> <p>The savings to the system will be derived by the reduction in demand for medical care and formal long term social care services. The expectation is that eventually 1,600 people will be seen within locality focused social prescribing services, reducing, delaying or preventing need to 300 people. The saving is forecast from 2020-21. This is because it is expected that there will be a lead in time due to the early preventative nature of the service.</p>
10.	Financial adjustment to payment timescales for people in receipt of direct payments to align the income with their outgoings, following an audit recommendation	<p>Where people choose to take their personal budget as a direct payment, payment is made into a direct payment account for the individual, who is then able to manage the use of the funds in line with their care and support plan – i.e. the service user may choose to pay a personal assistant to provide care services. Direct payment accounts remain County Council funds but are not available for other purposes. Currently these payments are transferred into the service user's direct payment account six weeks in advance. So, a payment to support services during the month of August would be made into the account in the middle of June. A previous audit review of direct payments highlighted that balances held within service user's direct payment accounts are higher than the level needed, based on evidence of payments and cashflow. This represented a small financial risk to the Council and did not demonstrate the best use of resources. The proposal will see funds being transferred to direct payment accounts four weeks in advance instead of the current six weeks. This provides a one-off cash flow benefit to the Council, but also ensures that balances held in direct payment accounts are not unnecessarily high.</p> <p>The proposal does not change the resources available to service users to meet care needs and represents a cashflow adjustment only. The change will result in a reduction in the balances held in direct payment accounts, which will reduce financial risk and enable better use of resources. Balances that are more than what is needed can be released to spend on other cost pressures for social care.</p>
11.	One-off saving through the use of repairs and renewals reserve,	Adult Social Care has had a small amount within reserves for repairs and renewals for a number of years. The original requirement for the fund was to meet the cost of purchasing and repairing specific equipment. The need

	Title of proposal	Description
	which is no longer required for the original purpose.	<p>for the reserve has changed over time as equipment is procured differently via leases and larger equipment needs are capitalised. The proposal is therefore to release this funding for general revenue spend during 2019-20.</p> <p>If approved the reserve would be used towards the cost pressures for the service and reduce the need for additional savings in 2019-20.</p> <p>As a use of reserves, the benefit will be for 2019-20 only and will result in a cost pressure in the following financial year.</p>

## Who is affected?

2. These proposals will affect disabled and older people and their carers, including disabled and older people with other protected characteristics and in rural areas. Staff will also be affected:

<b>People of all ages (particularly older people)</b>	<b>YES</b>
<b>Disability</b> (all disabilities and long-term health conditions, including but not limited to people with, for example, reduced mobility; Blind and visually impaired people; Deaf and hearing impaired people; people with mental health issues; people who are neurodiverse (e.g. on the Autism spectrum); people with learning difficulties and people with dementia)	<b>YES</b>
<b>Gender reassignment</b> (e.g. people who identify as transgender)	<b>YES</b>
<b>Marriage/civil partnerships</b>	<b>YES</b>
<b>Pregnancy &amp; Maternity</b>	<b>YES</b>
<b>Race</b> (different ethnic groups, including Gypsies, Roma and Travellers)	<b>YES</b>
<b>Religion/belief</b> (different faiths, including people with no religion or belief)	<b>YES</b>
<b>Sex</b> (i.e. men/women/people who identify as intersex)	<b>YES</b>
<b>Sexual orientation</b> (e.g. lesbian, gay and bisexual people)	<b>YES</b>

## Potential impact

3. Adults budget proposals for 2019-20 will impact primarily on disabled and older people and their carers – which is inevitable, because disabled and older people constitute the majority of adult social care users.
4. However, only one of the proposals (the proposal to make changes to the Adult Social Care charging policy) is likely to have a significant detrimental impact. The reasons for this are set out on page 24.

5. The other 10 proposals are unlikely to have any significant detrimental impact on people with protected characteristics or in rural areas.
6. Five of the 11 proposals will enable the Council to better promote independence for disabled and older people and increase the accessibility of housing, to enable disabled and older people to stay at home for longer. This prioritises the independence, dignity and safety of disabled and older people, and draws directly on the voices of disabled and older service users to guide service design. Disabled and older people consistently report that these are critical factors in supporting well-being.
7. The reasons for this are provided below:

	<b>Title of proposal</b>	<b>Impact</b>
1.	Helping people to return home through accommodation based reablement to prevent long-term residential	<p>There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because:</p> <ul style="list-style-type: none"> <li>• No changes are proposed to assessment processes, eligibility of needs, service quality or standards. Service users will continue to receive support relative to their needs. The proposal will not lead to new or increased costs for service users.</li> <li>• The principles of promoting independence strategy will guide the design and delivery of this proposal. Promoting independence strategy prioritises the independence, dignity and safety of disabled and older people, and draws directly on the voices of disabled and older service users to guide service design. Disabled and older people consistently report that these are critical factors in supporting well-being.</li> <li>• People in rural and urban areas will receive the same standards and quality of services.</li> <li>• Opportunities for building greater levels of accessibility and inclusion for disabled and older people into the design of services will be considered as part of the commissioning process.</li> </ul>
2.	Helping people to stay at home through home based reablement to prevent, reduce and delay long-term home care packages	<p>There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because:</p> <ul style="list-style-type: none"> <li>• No changes are proposed to assessment processes, eligibility of needs, service quality or standards. Service users will continue to receive support relative to their needs. The proposal will not lead to new or increased costs for service users.</li> <li>• The principles of promoting independence strategy will guide the design and delivery of this proposal. Promoting independence strategy prioritises the independence, dignity and safety of disabled and older people, and draws directly on the voices of disabled and older service users to guide service design. Disabled and older people consistently report that these are critical factors in supporting well-being.</li> </ul>

	<b>Title of proposal</b>	<b>Impact</b>
		<ul style="list-style-type: none"> <li>• People in rural and urban areas will receive the same standards and quality of services.</li> <li>• Opportunities for building greater levels of accessibility and inclusion for disabled and older people into the design of services will be considered as part of the commissioning process.</li> </ul>
3.	Start of a ten-year housing development programme to develop Extra Care Housing across Norfolk to prevent need for long-term residential care	<p>There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because:</p> <ul style="list-style-type: none"> <li>• No changes are proposed to assessment processes, eligibility of needs, service quality or standards. Service users will continue to receive support relative to their needs. The proposal will not lead to new or increased costs for service users.</li> <li>• The principles of promoting Independence strategy will guide the design and delivery of this proposal. Promoting independence strategy prioritises the independence, dignity and safety of disabled and older people, and draws directly on the voices of disabled and older service users to guide service design. Disabled and older people consistently report that these are critical factors in supporting well-being.</li> <li>• People in rural and urban areas will receive the same standards and quality of services.</li> <li>• Opportunities for building greater levels of accessibility and inclusion for disabled and older people into the design of services will be considered as part of the commissioning process.</li> </ul>
4.	Making changes to our Adult Social Care charging policy to come in line with the national guidance	See below.
5.	Full year effect of invest to save increasing support for people to claim welfare benefits and reduce the number of people that do not make a contribution towards their care	<p>There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because:</p> <ul style="list-style-type: none"> <li>• No changes are proposed to assessment processes, eligibility of needs, service quality or standards. Service users will continue to receive support relative to their needs. The proposal will not lead to new or increased costs for service users.</li> <li>• The principles of promoting independence strategy will guide the design and delivery of this proposal. Promoting independence strategy prioritises the independence, dignity and safety of disabled and older people, and draws directly on the voices of disabled and older service users to guide service design.</li> </ul>

	<b>Title of proposal</b>	<b>Impact</b>
		<p>Disabled and older people consistently report that these are critical factors in supporting well-being.</p> <ul style="list-style-type: none"> <li>• People in rural and urban areas will receive the same standards and quality of services.</li> <li>• Opportunities for building greater levels of accessibility and inclusion for disabled and older people into the design of services will be considered as part of the commissioning process.</li> </ul>
6.	Review of budgets, risks, and inflation assumptions to deliver a saving without a direct impact on services	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because no changes are proposed to assessment processes, eligibility of needs, service standards, quality or delivery.
7.	Reducing staff travel costs	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because no changes are proposed to assessment processes, eligibility of needs, service standards, quality or delivery. However, it will be important to ensure that technology to facilitate more agile working is fully accessible for disabled staff or staff with long term health conditions.
8.	Shift to prevention within the health and social care system	<p>There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because:</p> <ul style="list-style-type: none"> <li>• No changes are proposed to assessment processes, eligibility of needs, service quality or standards. Service users will continue to receive support relative to their needs. The proposal will not lead to new or increased costs for service users.</li> <li>• The principles of promoting Independence strategy will guide the design and delivery of this proposal. Promoting independence strategy prioritises the independence, dignity and safety of disabled and older people, and draws directly on the voices of disabled and older service users to guide service design. Disabled and older people consistently report that these are critical factors in supporting well-being.</li> <li>• People in rural and urban areas will receive the same standards and quality of services.</li> <li>• Opportunities for building greater levels of accessibility and inclusion for disabled and older people into the design of services will be considered as part of the commissioning process.</li> </ul>
9.	Saving resulting from impact of social prescribing, where new social prescribers work with GPs to direct	<p>There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because:</p> <ul style="list-style-type: none"> <li>• No changes are proposed to assessment processes, eligibility of needs, service quality or standards.</li> </ul>

	<b>Title of proposal</b>	<b>Impact</b>
	people to alternative preventative solutions before they require social care, helping to prevent and delay formal social care needs.	<p>Service users will continue to receive support relative to their needs. The proposal will not lead to new or increased costs for service users.</p> <ul style="list-style-type: none"> <li>• The principles of promoting Independence strategy will guide the design and delivery of this proposal. Promoting independence strategy prioritises the independence, dignity and safety of disabled and older people, and draws directly on the voices of disabled and older service users to guide service design. Disabled and older people consistently report that these are critical factors in supporting well-being.</li> <li>• People in rural and urban areas will receive the same standards and quality of services.</li> <li>• Opportunities for building greater levels of accessibility and inclusion for disabled and older people into the design of services will be considered as part of the commissioning process.</li> </ul>
10.	Financial adjustment to payment timescales for people in receipt of direct payments to align the income with their outgoings, following an audit recommendation	<p>There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because:</p> <ul style="list-style-type: none"> <li>• The change would not reduce any personal budgets to service users. All direct payment holders would still have the same amount available to spend monthly. The proposal will require a review of each direct payment account and for one month only, there would be a reduction in the transfer to bring in line with the new timing for payments.</li> <li>• All service users would be notified in advance, with clear information and dedicated staff available to discuss any concerns and to enable any alternatives arrangements to be made in exceptional circumstances.</li> <li>• No changes are proposed to assessment processes, eligibility of needs, service quality or standards. Service users will continue to receive support relative to their needs. The proposal will not lead to new or increased costs for service users.</li> <li>• People in rural and urban areas will receive the same standards and quality of services.</li> </ul>
11.	One-off saving through the use of repairs and renewals reserve, which is no longer required for the original purpose.	<p>There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because no changes are proposed to assessment processes, eligibility of needs, service standards, quality or delivery.</p>

**Title of proposal:**

Making changes to our Adult Social Care charging policy to come in line with the national guidance

## Analysis of proposal & potential impact

### Summary of the proposal

1. This proposal is to make changes to the County Council's Adult Social Care charging policy to move from a single rate based on people over 65 to be in line with national guidance.
2. The technical detail of the proposal is set out in the consultation pack and the report to Adult Social Care Committee, and therefore is not replicated again here.
3. In essence, we are proposing to make two changes to the charging policy:
  - (1) Proposal to use different rates of MIG
4. Until now, the Council has used a higher rate for people aged 18 – 64. Other councils have already changed to the Government's rates. However, because Adult Social Services needs to save money it is now being proposed to change Norfolk's rates too.
5. At the moment, the Council has only one rate for the MIG which it uses for everyone. This is £189 a week. However, the Government says that there can be different rates for people of different ages. In simple terms, it is being proposed to use the following rates:
  - 16 - 24 years old - £132.45 a week
  - 25 - 64 years old - £151.45 a week
  - 65 years old - £189 a week
6. This rate is made up of basic MiG, PiP disability premium and PiP Enhanced Premium.
7. The Council is **not** proposing to change the MIG for people who have reached pension credit age. This would remain at £189 a week.
8. Rates also vary depending on whether people are single, in a couple or have children.
  - (2) Proposal to take the enhanced rate of the daily living component of Personal Independence Payment (PIP) into account
9. The Government sets out what the Council can count as 'income' when working out how much people can afford to pay. Currently the County Council always treats the enhanced rate of daily living component of people's **PIP** as income but the Government says that this is possible.

## **What would happen if the proposal goes ahead?**

10. If the proposal went ahead the Council would have to work out how much to ask people to pay towards their care costs.
11. When the Council writes to people about any changes it would offer to carry out a full financial assessment for them. It would look at all the money they have coming in, how much they spend and if there are any benefits they might be entitled to that they are not already claiming.
12. If, in the future, people's financial circumstances change they can contact the Council and ask us to review the amount they have to pay for their care.

## **Support the Council would give people if the proposal went ahead**

### **Helping people find work**

13. Disabled people who are working can keep some of their earned income whilst still receiving some benefits. Having a job and gaining some extra income can change people's lives. A major part of the Department for Work and Pensions approach is to make sure that disabled people can work wherever possible. This is consistent with the Council's status as a 'Disability Confident Leader' and our commitment to supporting disabled people into employment opportunities.
14. At the moment we provide help and support to help people find work. This is through our MATCH Service which supports employment and training across Norfolk.
15. We also offer employment opportunities through our Libraries Employment Scheme and Apprenticeship Schemes. We work very closely with Department Work and Pensions Disability Advisors to explore every private sector training and employment option available for those who would like to find work or training.
16. If our proposals went ahead, we would invest some of the savings we would make in setting up better services to help people into employment. We would increase the support we give people to find work as we expand our employment services to help all of those using our services, where possible, to look for employment or training. We would work closely with our voluntary sector providers to support more employment and training schemes.

### **Help with managing money**

17. Depending on the outcome of the consultation we could offer people a range of options to help them manage their money. For example, we could offer more help and support to people who are in debt.
18. We could also encourage more people aged 18-64 who receive Employment Support Allowance, Universal Credit, Income Support and Jobseekers Allowance to pay their care charges through a direct deduction from their benefits. This helps many people better manage their finances as they receive their benefits minus the amount that they pay for their care. This means that they do not have to worry about making arrangements to pay for their care bill.

## Help and advice with claiming benefits

19. We would offer all working age people a full benefit check to make sure that they are claiming all that they are entitled to. This would involve looking at disability benefits and seeing if they could be claimed at a higher rate. Some people may be able to receive the mobility component of PIP but are not currently claiming for this.
20. If any of the changes we propose go ahead we would not expect to make any changes to the amount people would need to pay for the care they receive until after 1 July 2019. That means we would plan to write to everyone in April 2019 to tell them what any changes mean for them. This means that people would not receive a bill in relation to the new charging policy until September 2019.

## Who is affected?

21. The proposal affects people who receive non-residential adult social care services<sup>1</sup> where Norfolk County Council pays the care providers directly. It will also affect people who receive direct payments to buy their own services. The Council currently provide chargeable non-residential adult social care services to around 7,900 people.
22. It will therefore primarily affect people with a care need, including disabled people, people with learning disabilities, people with mental health problems and those affected by substance misuse. This includes people with other protected characteristics and who live in rural areas.
23. The proposal will affect people who live in their own home and in the community including housing with care and supported living. It does not affect people who live in residential or nursing care.
24. The proposal only affects people over the age of 65 if they claimed PIP before they became 65 and still receive it.
25. Many people who receive non-residential care would not be affected by our proposal as their income would still be below the minimum amount for living expenses that we have to consider.
26. People with savings over £23,250 would still need to pay the full cost of their care.
27. If people receive a direct payment to purchase their own non-residential care they might have to change the amount they contribute to their personal direct payments account.

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<sup>1</sup> Non-residential services help meet people's social care needs in the community. These services include things like:

- help at home,
- getting meals,
- support with activities such as going on trips,
- help with education, and
- going to a day centre.

## Potential impact

28. If this proposal goes ahead, it may have a detrimental impact on some (though not all) disabled service users who receive non-residential adult social care services.
29. This is because some people might have to start paying between £1.45 and £87.01 a week more for their care. The amount that people would have to pay towards their care would depend on their income, expenses and the amount of disability related expenses they have. Some people could be affected by the proposed change to MIG, the proposed change of approach to PIP or to both.
30. Based on the current information the Council has about existing services users it is estimated that:
  - Around 4,100 people would not be affected by the proposal
  - Around 1,000 people would continue to pay nothing towards their care because their income would remain below the amount of income we would take into account
  - Around 400 people would continue to pay the same amount
  - Around 1,400 people might have to start paying for their care for the first time
  - Around 1,000 people might have to pay more for their care
31. The amount that the Council would ask people to pay would depend on whether all the changes were made at once, or whether the Council decided to phase the changes so that they came in gradually.
32. If the changes were all made at once, this could have a very significant detrimental impact on some people. The more people would have to pay towards their care, the greater the impact – such as:
  - Increased financial hardship
  - A reduction in standard of living, quality of life, physical wellbeing and independence because people have less money available to pay for day-to-day living because they have to pay more towards their care.
  - Anxiety and stress (with an impact on people's emotional and mental health) due to having to live on a lower income, and deal with new expenses and tighter budgeting, alongside the need to evidence spending, fill in forms and undergo review to determine need. Many service users may be unprepared for the change in their costs, both practically and emotionally.
  - Reducing people's access to services – because they have less money to spend on transport or the services themselves.
  - Making people more socially isolated – because they have less money to spend on social or leisure activities.
  - Increasing pressure on carers who may have to provide additional support.
33. These impacts may be exacerbated for disabled people living in rural areas, where there may be a higher cost of living, less transport options (or very costly transport options, that may not be affordable) or less access to services and carer support.
34. These impacts would need to be balanced against the fact that service users will only be asked to pay based on what the Government says they can afford

## Cumulative Impacts

35. When considering the impact of its budget proposals, the Council is required to take into account other social factors which may be impacting on residents – for example, Norfolk’s rural geography; the rising cost of living; changes to welfare reform and social issues, such as the priority of disabled residents to remain independent for as long as possible.
36. In view of this, it is pertinent to consider the challenges that many disabled service users face when seeking to maintain their independence.
37. For example:
  - Over the last eight years there have been a range of changes to welfare provision. Some people will have already seen a reduction in their benefits or ability to access services, and may be finding it challenging to keep pace with this.
  - A person with restricted mobility may find their ability to afford to travel independently may be very limited, due to restricted income. Even in an urban area it may be necessary to travel to access services, especially ones that can accommodate their needs. This may lead to social isolation.
  - Services are increasingly moving online. A disabled person on a restricted income may be unable to afford the hardware, software and broadband needed to be able to access the internet. They may require a certain type of software to enable them to access information. This will increase the cost and there is a risk that it may not be compatible with the site they wish to access. They may also fear that any equipment you do purchase will be rapidly out of date, adding to the cost and requiring the skills and knowledge to purchase the right thing and update it when necessary.
  - A service user’s health condition means they may be limited as to what time they can spend managing their finances. Certain types of health issues can make someone very tired or anxious due to the additional strain required to carry out daily routines.
  - An individual may suffer from peaks and lows in their health, particularly in relation to a mental health issue. Sometimes they may find it easy to cope, at other times they may not, and they may need extra support at these times.
38. As part of any re-assessment regarding changes to charging, external factors relating to benefit changes and debt should be taken into consideration and referral made for relevant guidance and support.

## Conclusions

39. There is no legal impediment to going ahead with the proposal. It would be implemented in full accordance with due process, national guidance and policy. Similar proposals have been implemented elsewhere in the UK.

40. Everyone will still receive a guaranteed income to live on. The Council would continue to encourage and support people to provide information about their disability related expenses, so that the Council can reduce the amount it asks people to pay for the care by capturing the full amount of disability related expenses they have.
41. However, it is possible to conclude that the proposal may have a detrimental impact on some groups of people, for the reasons set out in this assessment. Ultimately, the task for Adult Social Care Committee is to balance these impacts alongside the need to manage reduced resources and continue to provide essential adult social care services to those who need them most.
42. Adult Social Care Committee is therefore advised to take these impacts into account when deciding about whether the proposal should go ahead, in addition to the mitigating actions recommended below.

## Mitigating actions

	Action/s	Lead	Date
1.	Consider phasing in the amount that the Council asks people to pay so that the changes are not made all at once and come in gradually.	Executive Director of Adult Social Care	From 1 April 2019
2.	Continue to review whether individual service users (for example people with learning difficulties) face barriers to managing their spending. If so, develop actions for addressing any barriers.	Executive Director of Adult Social Care	From 1 April 2019
3.	If a service user expresses concern about financial austerity, offer appropriate budget planning or other relevant support to make sure people are spending as effectively as possible, and ensure transition plans are established.	Executive Director of Adult Social Care	From 1 April 2019
4.	If the proposal goes ahead, contact all service users affected, to offer guidance and advice on any steps they need to take – taking into account the particular needs of different groups of service users, such as people with learning difficulties. This will include how to complete forms and the evidence that is required, to enable their needs to be taken into account. It will also include how to ask for help and who to talk to if they are worried about how they will manage the financial impact.	Executive Director of Adult Social Care	From 1 April 2019
5.	Work with relevant stakeholders to ensure that the guidance provided is simple, clear and accessible, particularly for people with learning difficulties and people with mental health issues.	Executive Director of Adult Social Care	From 1 April 2019
6	Ensure any new build homes meet M4(2) accessible and adaptable dwellings and/or M4(3) (wheelchair user dwellings. This will ensure build is compliant with current accessible build standards.	Executive Director of Adult Social Care	From 1 April 2019

7	Ensure reasonable adjustments are put in place for disabled staff to enable them to use new technology or travel solutions.	Executive Director of Adult Social Care	From 1 April 2019
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**Norfolk** County Council

## **Business & Property Committee budget proposals 2019-2020**

# **Equality and rural assessments – findings and recommendations**

January 2019

Lead officer – Bev Herron, Equality Officer

This assessment helps you to consider the impact of service changes on people with protected characteristics and in rural areas. The assessment can be updated at any time to inform service planning and commissioning.

For help or more information please contact Equality & Diversity team, email: [equality@norfolk.gov.uk](mailto:equality@norfolk.gov.uk) or tel: 01603 222611.

## Business & Property Committee's budget proposals 2019-2020

1. Business & Property Committee has put forward two budget proposals for 2019-2020:

	<b>Title of proposal</b>	<b>Description</b>
1.	Economic Development – additional contribution from Scottow Enterprise Park	Scottow Enterprise Park remains part of the County Council but is operated under business principles. Based on the current profit and loss account and forecasts, it is considered that the Park could deliver a £0.2m contribution to the County Council without any negative impact on operations at the Park. In particular a contribution of this level would ensure that there continues to be sufficient budget/income available to fund site and building repairs and maintenance on what is a large and complex site, with some continuing legacy issues in terms of condition of buildings etc.
2.	Aggregate savings from centralisation of Property budgets, reduced fees to NPS, and reducing facilities management costs	This proposal to aggregate savings from centralisation of Property budgets, reduced fees to NPS, and reducing facilities management costs will relate to greater efficiencies and not impact on service users.

## Potential impact

2. There is no evidence to suggest that these two proposals will have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because there is no change to service standards, quality or delivery.



**Norfolk** County Council

## **Children's Services budget proposals 2019 - 2020**

# **Equality and rural assessments – findings and recommendations**

**January 2019**

**Lead officer:** Equality & Diversity Manager (Jo Richardson)

**This assessment helps you to consider the impact of service changes on people with protected characteristics and in rural areas. The assessment can be updated at any time to inform service planning and commissioning.**

**For help or more information please contact Equality & Diversity team, email: [equality@norfolk.gov.uk](mailto:equality@norfolk.gov.uk) or tel: 01603 223816.**

## Children's Services 2019-2020 budget proposals

1. Children's Services Committee has put forward four budget proposals for 2019-2020:

	<b>Title of proposal</b>	<b>Description</b>
1.	More effective and efficient commissioning of mental health assessments	A review of our approach to the commissioning of mental health assessments has been undertaken and a more efficient approach has been identified. A change to practice that embeds assessment as part of the overall therapeutic care package with increasing collaboration between providers, resulting in better trained and supported staff, whilst reducing duplication. The proposal does not seek to reduce the amount of mental health assessments or treatment undertaken. Cost efficiencies will be delivered compared to the costs of commissioning separately for the assessment and the care provision, releasing financial resources for other purposes.
2.	Cost efficiencies delivered by strategic partnership and joint commissioning with Mental Health Services	By more effective coordination and partnership it will be possible to reduce management costs. A Strategic Partnership with Child and Adolescent Mental Health Services (CAMHS) has been established and are developing a more aligned and integrated care model. The joint commissioning and partnership working will look to identify shared cost efficiencies that have no negative impact upon services delivered; thus, releasing Council resources through avoiding unnecessary management costs.
3.	Move to best practice model of parenting assessments	Having reviewed best practice, it is proposed that the model of parenting assessments within care proceedings is amended. Practice reviewed elsewhere shows that not only will this achieve better outcomes, but there will also be cost efficiencies delivered. A new model will be developed that allows assessments to take place in community or family home settings, as opposed to always in specialist residential and overnight settings currently utilised. The new service model will deliver assessments within more natural contexts, providing a better way of assessing capacity, whilst offering a more positive experience for families. This model will reflect current best practice, whilst also being more cost effective by avoiding the cost of residential accommodation.
4.	Norfolk Futures Safer Children and Resilient Families Programme: Better	The Norfolk Futures Safe Children and Resilient Families programme is being developed with the aim of reducing the number

Title of proposal	Description
<p>outcomes for children and young people and reducing demand for services</p>	<p>of children that are having to be in care and to change the mix of care placements.</p> <p>Analysis of existing placement expenditure shows a comparatively high proportion of children placed in residential or other high costs care provision.</p> <p>The new provision includes an investment in semi-independent care for 16 and 17-year olds, the expansion of the in-house fostering service, the development of an enhanced fostering model for children and young people with more complex needs and the expansion of our boarding school placement model.</p> <p>We are also working to transform the system of safeguarding services such that it builds the resilience of families, intervenes earlier, provides intensive and effective interventions for families at the edge of care and supports children to return home from care wherever this is possible.</p> <p>In the short term we have a targeted focus on supporting children to return home from care safely and are changing the way we use resource panels to put interventions in place earlier and support families before they reach the point of crisis.</p> <p>In the medium term our strategic investments include moving capacity 'upstream' in an enhanced Front Door model and new edge of care services, enhancing the early help offer and we are making changes to the social work model to free up capacity for teams to do the direct work which can help families to address risks and avert the needs for children to come into care.</p> <p>The new service models that are being developed and implemented will achieve positive outcomes for children and families and reduced demand for services; ensuring that the right support is in the right place at the right time.</p>

## Who is affected?

2. The proposals will affect children and young people and their families in Norfolk, including those with protected characteristics and in rural areas; it will also affect staff:

<b>People of all ages</b>	<b>YES</b>
<b>Disability</b> (all disabilities and long-term health conditions, including but not limited to people with, for example, reduced mobility; Blind and visually impaired people; Deaf and hearing-impaired people; people with mental health issues; people who are neurodiverse (e.g. on the Autism spectrum); people with learning difficulties and people with dementia).	<b>YES</b>
<b>Gender reassignment</b> (e.g. people who identify as transgender)	<b>YES</b>
<b>Marriage/civil partnerships</b>	<b>YES</b>
<b>Pregnancy &amp; Maternity</b>	<b>YES</b>
<b>Race</b> (different ethnic groups, including Gypsies and Travellers)	<b>YES</b>
<b>Religion/belief</b> (different faiths, including people with no religion or belief)	<b>YES</b>
<b>Sex</b> (i.e. men/women/intersex)	<b>YES</b>
<b>Sexual orientation</b> (e.g. lesbian, gay and bisexual people)	<b>YES</b>

## Potential impact

3. Overall, as in previous years, Children's Services budget proposals for 2019/20 will impact on children and families – which is inevitable, because children and families constitute the majority of service users.
4. However, there is no evidence at this stage to indicate that the four proposals below will have any detrimental impact on children and families, or people in rural areas. The reasons why are explained below:

	<b>Title of proposal</b>	<b>Impact</b>
1.	More effective and efficient commissioning of mental health assessments	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because no changes are proposed to assessment processes, eligibility of needs, service standards, quality or delivery.
2.	Cost efficiencies delivered by strategic partnership and joint commissioning with Mental Health Services	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because no changes are proposed to assessment processes, eligibility of needs, service standards, quality or delivery.
3.	Move to best practice model of parenting assessments	There is no evidence to indicate that this proposal would have any detrimental impact on children or

	Title of proposal	Impact
		<p>families with protected characteristics or in rural areas. This is because:</p> <ul style="list-style-type: none"> <li>• The proposal seeks to strengthen and develop the current service model. It is intended to implement a new approach which is fair and transparent for all children and families to ensure equitable and consistent parenting assessments.</li> <li>• The proposal may lead to some changes in how assessments are delivered, or who delivers them, but these are not anticipated to have any significant impact on service users. This means that service users, including service users from rural areas, will not experience any changes in the quality or standards of the services they currently receive or be disadvantaged. They will continue to receive support relative to their needs. No changes are proposed to the assessment process or eligibility of needs.</li> <li>• The proposal will not lead to new or increased costs for service users. The provision for assessments to take place in community or family home settings, as opposed to always in specialist residential and overnight settings may reduce the amount of travel that a family has to undertake, saving on time as well as financially. This may be of particular benefit to disabled children and parents who may find travel more difficult.</li> <li>• The principles guiding design and delivery of the proposal will be child and family centred, which prioritises the independence, dignity and safety of children and families, and draws directly on the voices of children and their families to guide service design.</li> <li>• Opportunities for building greater levels of accessibility for disabled children and families into the design of services will be considered as part of the commissioning process.</li> </ul>
4.	Norfolk Futures Safer Children and Resilient Families Programme: Better outcomes for children and young people and reducing demand for services	<p>There is no evidence to indicate that this proposal would have any detrimental impact on children or families with protected characteristics or in rural areas. This is because:</p> <ul style="list-style-type: none"> <li>• The proposal seeks to achieve better outcomes for children and young people and reduce demand for services.</li> <li>• The proposal may lead to some changes in how services are delivered, or who delivers them, but these are not anticipated to have any significant impact on service users. This means</li> </ul>

	Title of proposal	Impact
		<p>that service users, including service users from rural areas, will not experience any changes in the quality or standards of the services they currently receive or be disadvantaged. They will continue to receive support relative to their needs. No changes are proposed to the assessment process or eligibility of needs.</p> <ul style="list-style-type: none"> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The principles guiding design and delivery of the proposal will be child and family centred, which prioritises the independence, dignity and safety of children and families, and draws directly on the voices of children and their families to guide service design.</li> <li>• Opportunities for building greater levels of accessibility for disabled children and families into the design of services will be considered as part of the commissioning process.</li> </ul>

## Recommended actions

	Action	Lead	Date
1.	If the proposals go ahead, monitor implementation, and, in the unlikely event that during implementation any equality impacts emerge, report these to Children's Services Committee for consideration.	Executive Director for Children's Services	From 1 April 2019
2.	HR Shared Service to continue to monitor whether staff with protected characteristics are disproportionately represented in redundancy or redeployment figures, and if so, take appropriate action.	Senior HR Consultant (Workforce Insight)	From 1 April 2019



**Norfolk** County Council

## **Communities Committee budget proposals 2019-2020**

# **Equality and rural assessments – findings and recommendations**

January 2019

**Lead officer – Jo Richardson, Equality & Diversity Manager, in consultation with Sarah Rhoden, Head of Support and Development**

**This assessment helps you to consider the impact of service changes on people with protected characteristics and in rural areas. The assessment can be updated at any time to inform service planning and commissioning.**

**For more information please contact Equality & Diversity team, email: [equality@norfolk.gov.uk](mailto:equality@norfolk.gov.uk) or tel: 01603 223816.**

## Communities budget proposals 2019-2020

1. Communities Committee has put forward nine budget proposals for 2019-2020:

	<b>Title of proposal</b>	<b>Description</b>
1.	Norfolk Record Office (NRO) – reduction in search room opening hours	This proposal would see the opening hours of the search room reduce from 41.5 hours a week to between 28 and 30 hours a week. There will also be reductions in the amount of documents the NRO is able to receive and process, educational and outreach work, support for the NRO's charitable partner and preservation work. This is not expected to impact on the income that the service generates from copy certificates and digitization.
2.	Reduction in Strategic Arts Development Fund	This proposal would reduce the budget we make available for strategic arts initiatives which require local authority match-funding investment. This would still leave £0.035m in the budget to continue to support arts initiatives which leverage substantial external funding. We will continue our significant work supporting the Arts in Norfolk through other funding streams and major strategic projects.
3.	Vacancy management – removal of vacant posts	This relates to posts in various services within the CES department. As part of the overall recruitment approach in the department, we actively review vacancies and, where they arise, take opportunities to test out new ways of working, including alternative ways to structure work allocation within teams.
4.	Restructure of teams - Millennium Library	As part of previous savings proposals, a number of changes were made to the staffing structure in branch libraries. A saving associated with the staffing structure at the Millennium library was also agreed for 2019-20. Work to implement the agreed saving, and to develop a revised staffing structure, has identified opportunities to make additional savings with limited impact on front-line services through further rationalisation of management posts. As with the changes in branch libraries, the change will reflect the changing role of front-line library assistants and will bring the grading of these posts in line with colleagues in branch libraries (which will represent an increase in pay).
5.	Library service back office efficiencies	The saving will be delivered through re-procurement of contracts for public access PCs, cleaning and maintenance, and a reduction on the spend on the materials budget.
6.	Income Generation	The majority of this saving (£70k) relates to the Trading Standards service. This will be through generating additional income from the Metrology team and Primary Authority work. Based on previous activity, we feel that this is a level of income that can be delivered. The Amber rating reflects the inherent risk associated with income generation i.e. that we are subject to market

	<b>Title of proposal</b>	<b>Description</b>
		factors. The remaining £50k will be delivered by renting space available at the Millennium Library – this will not affect the operation of the library.
7.	Review of contract inflation assumptions	The saving will be delivered by not applying inflation to contracts. There is no statutory requirement to apply inflation increases. There is an assumed level of inflation increase already built into planned budgets, and by not applying this inflation (where appropriate) we can revise this.
8.	Restructure of teams – various changes to team structures (reduction in overall numbers of posts)	This proposal relates to reviewing and remodelling staffing structures in some teams in customer services, trading standards and museums. This includes taking further opportunities to further rationalise management structures and introduce new ways of working e.g. self-service. There will be an overall reduction in the number of posts but this should not have any significant impact on service delivery. The 2020/21 saving amount relates entirely to the Castle museum. There will be a need to deliver this saving for 2019/20, so that it can be used to offset anticipated income pressures as a result of works on the Castle Keep during that year.
9.	Remodel the service provided by the MATCH team within the Norfolk Community Learning Service (NCLS) so that the employment support service can be provided directly to clients by day opportunities providers (DOPs).	<p>90+ people are currently supported by the MATCH service.</p> <p>In future, the MATCH team – which will be known as the LD Skills and Employment team - will have a more strategic role, leading the development of employment and volunteering opportunities with employers, supporting and increasing the confidence of employers, supporting the day opportunities providers and creating strong links with mainstream services and training providers.</p> <p>The team will also develop online information for stakeholders so that readily available links to resources are available to support people with a learning disability into employment.</p> <p>The team will increase support for the day opportunities providers and will be less involved in directly supporting individuals with a learning disability. They will become specialists in their job role and develop a strong understanding of gaps in the employment market so as to support the Norfolk economy.</p>

## Who is affected?

2. The proposals will affect residents, visitors and businesses in Norfolk, including people with protected characteristics and in rural areas, and our staff:

<b>People of all ages</b>	<b>YES</b>
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<b>Disability</b> (all disabilities and long-term health conditions, including but not limited to people with, for example, reduced mobility; Blind and visually impaired people; Deaf and hearing impaired people; people with mental health issues; people who are neurodiverse (e.g. on the Autism spectrum); people with learning difficulties and people with dementia).	<b>YES</b>
<b>Gender reassignment</b> (e.g. people who identify as transgender)	<b>YES</b>
<b>Marriage/civil partnerships</b>	<b>YES</b>
<b>Pregnancy &amp; Maternity</b>	<b>YES</b>
<b>Race</b> (different ethnic groups, including Gypsies and Travellers)	<b>YES</b>
<b>Religion/belief</b> (different faiths, including people with no religion or belief)	<b>YES</b>
<b>Sex</b> (i.e. men/women/people who identify as intersex)	<b>YES</b>
<b>Sexual orientation</b> (e.g. lesbian, gay and bisexual people)	<b>YES</b>

## Potential impact

3. At this stage, there is no evidence to indicate that any of the proposals will have a detrimental impact on people with protected characteristics or in rural areas.
4. The proposal to remodel the service provided by the MATCH team within the Norfolk Community Learning Service has the potential to increase the number of employment and volunteering opportunities available with employers for people with learning difficulties and disabilities, by supporting and increasing the confidence of employers, supporting the day opportunities providers and creating strong links with mainstream services and training providers.
5. The proposal to reduce the search room opening hours for the Norfolk Record Office will impact on all service users, but this will not disproportionately impact on people with protected characteristics or in rural areas.
6. The reasons for this are set out below:

	<b>Title of proposal</b>	<b>Impact</b>
1.	Norfolk Record Office – reduction in search room opening hours	<p>People who use our searchroom services would be affected by this proposal, which includes people with protected characteristics and in rural areas.</p> <p>Probably the greatest impact is on working people who may not be able to use the searchroom during working hours and rely currently on the Thursday late night opening.</p> <p>However, the Council is proposing to maintain one late-night opening a month, which means that working people will continue to have access to later opening.</p>

	<b>Title of proposal</b>	<b>Impact</b>
		<p>Other people using record office services might be affected. The change in focus of staff might mean that there are fewer outreach and educational events for people to attend. The NRO may also not be able to support as many volunteers or people on work experience placements. However, this would affect all users, and not disproportionately impact on people with protected characteristics or in rural areas. If someone needed help to access NRO services due to, for example, a disability, they would continue to be able to access this help.</p> <p>Some staff on temporary contracts would not have these renewed. However, there is no evidence to indicate that staff with protected characteristics would be disproportionately affected by this element of the proposal.</p>
2.	Reduction in Strategic Arts Development Fund	<p>A reduction in the Strategic Arts Development budget will mean that there is less resource available to the County Council for strategic arts initiatives which require local authority match-funding investment.</p> <p>However, there is no evidence that this will impact disproportionately on people with protected characteristics or in rural areas, as the impact will be across all groups and projects, not one group in particular.</p>
3.	Vacancy management – removal of vacant posts	<p>There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because the deletion of these posts will not lead to changes to service standards, quality or delivery. Staff with protected characteristics will not be disproportionately affected compared to other staff.</p>
4.	Restructure of teams - Millennium Library	<p>There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because the restructure of these teams will not lead to changes to service standards, quality or delivery. Staff with protected characteristics will not be disproportionately affected compared to other staff.</p>
5.	Library service back office efficiencies	<p>There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because there is no change to service standards, quality or delivery.</p>
6.	Income Generation	<p>There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because there is no change to service standards, quality or delivery.</p>

	<b>Title of proposal</b>	<b>Impact</b>
7.	Review of contract inflation assumptions	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because there is no change to service standards, quality or delivery.
8.	Restructure of teams – various changes to team structures (reduction in overall numbers of posts)	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because the restructure of these teams will not lead to changes to service standards, quality or delivery. Staff with protected characteristics will not be disproportionately affected compared to other staff.
9.	Remodel the service provided by the MATCH team within Norfolk Community Learning Service so that the employment support service can be provided directly to clients by day opportunities providers.	<p>The proposal to remodel the service provided by the MATCH team within the Norfolk Community Learning Service has the potential to increase the number of employment and volunteering opportunities available with employers for people with learning difficulties and disabilities, by supporting and increasing the confidence of employers, supporting the day opportunities providers and creating strong links with mainstream services and training providers.</p> <p>People with learning difficulties and disabilities consistently tell us that achieving and sustaining employment or volunteering opportunities has a major positive impact on their independence, wellbeing and lifelong outcomes. This proposal offers a way to help achieve this, and it is one of the reasons it has been developed.</p> <p>There is no evidence to indicate that this proposal would have any significant detrimental impact on people with protected characteristics or in rural areas, including people with learning difficulties or disabilities. This is because although the proposal may lead to some changes in how employment support is delivered, and who delivers it, it is not anticipated to have any significant impact on service users. Service users, including service users from rural areas, should not be disadvantaged, and the proposal will not lead to new or increased costs for service users. They will receive support relative to their needs.</p> <p>The principles of promoting Independence strategy will guide the design and delivery of this proposal. Promoting independence strategy prioritises the independence, dignity and safety of disabled people, and draws directly on the voices of disabled service users to guide service design. Disabled people consistently report that these are critical factors in supporting well-being.</p>

	Title of proposal	Impact
		<p>Opportunities for building greater levels of accessibility and inclusion for disabled people into the design of services will be considered as part of the process.</p> <p>However, we recognise that change can sometimes be challenging for people and cause anxiety – especially at times when there are other changes to services taking place. In view of this, commissioning staff, operational staff, NCLS, and Day Opportunity Providers will write and implement a transition plan for the 90+ people currently supported by the MATCH service to ensure a smooth transition.</p> <p>This will ensure a comprehensive transition phase, and adequate support, from the existing service to the new service. Communication with service users and their families and carers will be managed robustly by Social Workers or relevant operational staff. Communication with DOPs will be increased to ensure that the hand over to the successful new providers of Skills and Employment Pathways can be carried out successfully. There is approximately a six months period whereby the support provided by the current MATCH will move over to the new arrangements.</p>

## Recommended actions

	Action	Lead	Date
1.	To ensure a smooth transition for the 90+ people currently supported by the MATCH service, commissioning staff, operational staff, NCLS, and Day Opportunity Providers to write and implement a transition plan for individuals. This to ensure a comprehensive transition phase, and adequate support, from the existing service to the new service. Communication with service users and their families and carers to be managed robustly by Social Workers or relevant operational staff. Communication with DOPs to be increased to ensure that the hand over to the successful new providers of Skills and Employment Pathways can be carried out successfully.	Assistant Director, Community, Information and Learning	By 30 September 2019
2.	HR Shared Service to continue to monitor whether staff with protected characteristics are disproportionately represented in redundancy or redeployment figures, and if so, take appropriate action.	Senior HR Consultant (Workforce Insight)	From 1 April 2019



**Norfolk** County Council

## **Digital Innovations Committee budget proposals 2019-2020**

# **Equality and rural assessments – findings and recommendations**

January 2019

Lead officer – Bev Herron, Equality Officer

This assessment helps you to consider the impact of service changes on people with protected characteristics and in rural areas. The assessment can be updated at any time to inform service planning and commissioning.

For help or more information please contact Equality & Diversity team, email: [equality@norfolk.gov.uk](mailto:equality@norfolk.gov.uk) or tel: 01603 222611.

## Digital Innovations budget proposal 2019-2020

- 1 Digital Innovations Committee has put forward one budget proposal for 2019-2020:

	<b>Title of proposal</b>	<b>Description</b>
1.	Reduce IMT admin and licence budgets	This proposal aims to improve response times for service requests and remove licences that are not being used, or replace them with alternatives where there is minimal difference from a staff perspective.

## Potential impact

- 2 There is no evidence to indicate that this budget proposal will have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because there will be no change to service standards, quality or delivery.



**Norfolk** County Council

## **Environment, Development and Transport Committee budget proposals 2019-2020**

# **Equality and rural assessments – findings and recommendations**

January 2019

**Lead officer – Jo Richardson, Equality & Diversity Manager, in  
consultation with Sarah Rhoden, Head of Support and  
Development**

**This assessment helps you to consider the impact of service changes on people with protected characteristics and in rural areas. The assessment can be updated at any time to inform service planning and commissioning.**

**For more information please contact Equality & Diversity team, email:  
[equality@norfolk.gov.uk](mailto:equality@norfolk.gov.uk) or tel: 01603 223816.**

## EDT Committee's budget proposals 2019-2020

1. EDT Committee has put forward 10 budget proposals for 2019-2020:

	<b>Title of proposal</b>	<b>Description</b>
1.	Capitalisation of activities to release a revenue saving	Capitalisation of some activity that is currently revenue funded, within the financial rules. Switching to this type of funding means that the revenue budget is available for saving, without the need to make any changes to the level and type of activity. This proposal relates to various elements of capitalisation in the highways service.
2.	Further roll-out of street lighting LEDs	Roll-out of more LED street lights, which enables an energy saving. This proposal is to implement on residential streets and is in addition to the significant investment we have already made in LED technology on street lights. As with previous LED roll-outs, there is a need for investment to enable this to progress, on an invest to save basis, and this has been agreed with the Executive Director of Finance and Commercial Services. Discussions with our contractor, Amey, are well progressed and no issues identified.
3.	Changing back office processes and efficiency	We are reviewing our back office spend across the whole of CES and looking to harvest all of the savings available. This proposal includes savings in staff travel, subsistence and training budgets.
4.	Vacancy management	This relates to posts in the Support and Development, Environment, Highways and Waste services. As part of the overall recruitment approach in the department, we actively review vacancies and, where they arise, take opportunities to test out new ways of working, including alternative ways to structure work allocation within teams.
5.	Household Waste Recycling Centres – reuse shops	The proposal is to put reuse shops in place at further three recycling centres (Wells, Bergh Apton and Snetterton), in addition to the nine already in place. This will enable additional income generation and will reduce waste volumes for disposal, which will deliver a saving, and we will look to make further contract efficiencies.
6.	Review and management of contracts in Highways and Waste	The saving will be delivered by working with contractors to review and renegotiate existing contract arrangements to enable savings. This will include reducing overhead costs and reviewing application of inflation to rates. This relates to contracts in the highways and waste services. There will be no changes to front-line service standards or service delivery.
7.	Highways Commercialisation	Savings delivered through the Commercialisation of the highways services. Members discussed highways commercialisation at the September Committee

	<b>Title of proposal</b>	<b>Description</b>
		meeting and agreed the proposal in principle, and further work is being carried.
8.	Re-model back office support structure	This relates to a re-structure of some teams in the Support and Development Group. The majority of this saving amount is on the basis that the proposal for highways commercialisation proceeds, which would provide the opportunity to re-work processes and ways of working and reduces the back-office support requirement from the service. The detailed work to deliver the saving has not yet been carried out. Should the highways commercialisation project not proceed, for whatever reason, we will seek to deliver the saving through alternative means e.g. further vacancy management. The service has a relatively high turnover of staff, as it is often an entry point into the organisation.
9.	Highways Services	More streamlined arrangements with Norwich City Council for the management of the Highways Agency Agreement in Norwich, which sees the City Council carry out highways services in the City on behalf of the County Council. Work is underway, with the City Council, to review existing arrangements and to identify areas for potential saving. At this stage, this work is not complete.
10.	Income Generation	There are two elements of income generation. £220k relates to income through the introduction of the DIY waste policy previously agreed by Members. Now that the new arrangements have been in place for some months, we are clearer about the level of income the service generates and are confident that a further £220k can be delivered, in addition to the saving already agreed by Members. The remaining £5k relates to additional income generation by the developer services team through their continued work to provide advice and guidance to developers.

## Who is affected?

2. The proposals will affect staff, residents, visitors and businesses in Norfolk, including people with protected characteristics and in rural areas:

<b>People of all ages</b>	<b>YES</b>
<b>Disability</b> (all disabilities and long-term health conditions, including but not limited to people with, for example, reduced mobility; Blind and visually impaired people; Deaf and hearing impaired people; people with mental health issues; people who are neurodiverse (e.g. on the Autism spectrum); people with learning difficulties and people with dementia).	<b>YES</b>
<b>Gender reassignment</b> (e.g. people who identify as transgender)	<b>YES</b>
<b>Marriage/civil partnerships</b>	<b>YES</b>

<b>Pregnancy &amp; Maternity</b>	<b>YES</b>
<b>Race</b> (different ethnic groups, including Gypsies and Travellers)	<b>YES</b>
<b>Religion/belief</b> (different faiths, including people with no religion or belief)	<b>YES</b>
<b>Sex</b> (i.e. men/women/people who identify as intersex)	<b>YES</b>
<b>Sexual orientation</b> (e.g. lesbian, gay and bisexual people)	<b>YES</b>

## Potential impact

- At this stage, there is no evidence to indicate that these proposals will have a detrimental impact on people with protected characteristics or in rural areas.
- The proposal to further roll-out LED street lighting is likely to have a positive impact on older and disabled people, including people who are visually impaired, as LED lights provide a better quality of lighting. The proposal to increase the number of reuse shops will also have a positive impact for residents with protected characteristics and in rural areas, as it will increase the reuse locations available for members of the public to visit.
- The reasons for this are provided below:

	<b>Title of proposal</b>	<b>Impact</b>
1.	Capitalisation of activities to release a revenue saving	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because there is no change to service standards, quality or delivery.
2.	Further roll-out of street lighting LEDs	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because there is no change to service standards, quality or delivery.  It is likely that this proposal would have a positive impact on older and disabled people, including people who are visually impaired, as LED lights provide a better quality of lighting.
3.	Changing back office processes and efficiency	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because there is no change to service standards, quality or delivery.
4.	Vacancy management	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because vacancy management will not lead to changes to service standards, quality or delivery. Staff with protected characteristics will not be disproportionately affected compared to other staff.
5.	Household Waste Recycling Centres – reuse shops	This proposal will have a positive impact for residents, including residents with protected characteristics and in rural areas, as it will increase the reuse locations available for members of the public to visit.
6.	Review and management of	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected

	<b>Title of proposal</b>	<b>Impact</b>
	contracts in Highways and Waste	characteristics or in rural areas. This is because there is no change to service standards, quality or delivery.
7.	Highways Commercialisation	At this early stage, there is no evidence to indicate that this proposal would have any detrimental or disproportionate impact on people with protected characteristics or in rural areas. This is because commercialisation will not lead to changes to service standards, quality or delivery. Staff with protected characteristics will not be disproportionately affected compared to other staff.
8.	Re-model back office support structure	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because remodelling will not lead to changes to service standards, quality or delivery. Staff with protected characteristics will not be disproportionately affected compared to other staff.
9.	Highways Services	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because there is no change to service standards, quality or delivery.
10.	Income Generation	There is no evidence to indicate that this proposal would have any detrimental impact on people with protected characteristics or in rural areas. This is because there is no change to service standards, quality or delivery.

## Recommended actions

	<b>Action</b>	<b>Lead</b>	<b>Date</b>
1.	HR Shared Service to continue to routinely monitor whether staff with protected characteristics are disproportionately represented in redundancy or redeployment figures, and if so, take appropriate action.	Senior HR Consultant (Workforce Insight)	From 1 April 2019

## Accessibility considerations for the budget proposals 2019/20

6. Accessibility is a priority for Norfolk County Council. Norfolk has a higher than average number of disabled and older residents compared to other areas of the UK, and a growing number of disabled young people.
7. Proposals relating to business process re-engineering will take full opportunity to build accessibility considerations into service planning and design.
8. Proposals relating to contract review will take full opportunity to build accessibility considerations into service design.
9. Accessibility considerations are taken into account as part of day-to-day processes and working. Because of the importance of ensuring that accessibility is integrated into ongoing service planning and commissioning of public services, consideration will continue to be given to opportunities for maximizing this in 2019.

## Human rights implications

10. Public authorities in the UK are required to act compatibly with the Human Rights Act 1998. There are no human rights issues arising from the proposals.

## Evidence used to inform these assessments

- Norfolk budget proposals 2019/20 – consultation documents and background paper
- Equality Act 2010
- Public Sector Equality Duty
- Business intelligence and management data, as quoted in this report.



If you need this document in large print, audio, Braille, alternative format or in a different language please contact Jo Richardson on 0344 800 8020.

# Annex 1 (Proposal to increase Council Tax)

**Table: The number of dwellings on the Council Tax valuation list, and percentages of Council Tax exemptions, by Norfolk district (October 2018)**

	<b>Total chargeable dwellings on valuation list</b>	<b>Number dwellings paying full Council Tax</b>	<b>% Dwellings paying full Council Tax</b>	<b>% Dwellings subject to some kind of reduction in Council Tax</b>
Breckland	59,633	40,827	68.46%	31.54%
Broadland	57,024	39,259	68.85%	31.15%
Great Yarmouth	47,156	28,476	60.39%	39.61%
Kings Lynn & West Norfolk	70,549	47,942	67.96%	32.04%
North Norfolk	53,862	35,794	66.46%	33.54%
Norwich	63,654	35,250	55.38%	44.62%
South Norfolk	60,272	40,371	66.98%	33.02%
<b>Total Norfolk</b>	<b>412,150</b>	<b>267,919</b>	<b>65.01%</b>	<b>34.99%</b>

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## **<sup>1</sup> Prohibited conduct:**

Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have, or because they associate with someone who has a protected characteristic.

Indirect discrimination occurs when a condition, rule, policy or practice in your organisation that applies to everyone disadvantages people who share a protected characteristic.

Harassment is “unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual’s dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual”.

Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act; or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint.

2 The protected characteristics are:

**Age** – e.g. a person belonging to a particular age or a range of ages (for example 18 to 30 year olds).

**Disability** - a person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

**Gender reassignment** - the process of transitioning from one gender to another.

**Marriage and civil partnership**

**Pregnancy and maternity**

**Race** - refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

**Religion and belief** - has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (such as Atheism).

**Sex** - a man or a woman.

**Sexual orientation** - whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

3 The Act specifies that having due regard to the need to advance equality of opportunity might mean:

- Removing or minimizing disadvantages suffered by people who share a relevant protected characteristic that are connected to that characteristic;
- Taking steps to meet the needs of people who share a relevant protected characteristic that are different from the needs of others;
- Encouraging people who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such people is disproportionately low.

4 Having due regard to the need to foster good relations between people and communities involves having due regard, in particular, to the need to (a) tackle prejudice, and (b) promote understanding.

5 The same is also true for women, and some Black, Asian and minority ethnic (BAME) people— particularly BAME women.