

## Appendix 3b

### Savings proposals identified as relevant to the Equality Duty

This paper summarises the savings proposals that have been identified for further work related to the equality duty. The proposals have been included where there was a need for further information to make a judgement or a need for an impact analysis that may result in an impact statement or impact assessment.

It also brings forward a summary of equality considerations of savings proposals from previous Service and Financial Planning reports. It details steps taken that have resolved these actions or actions that are still to take place.

The proposals can cover a number of years reflecting the planned period of implementation. Where this happens the savings proposal is referenced by the year and absolute proposal reference that appears in the Service and Financial Planning report for that year.

This paper forms the part of the evidence base for paying due regard to the General Equality Duty in relation to the Service and Financial Planning 2016/17 to 2017/18 report.

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## i) Summary of identified savings proposals 2016/17 to 2017/18 and actions

This section contains draft saving proposals identified in the Service and Financial Planning Report 2016/17 to 2017/18.

They have been identified as having some relevance to the Equality Duty or there is insufficient information to make a judgement so further investigation is required.

No.	Description of Saving	Action	Page No. (Linked)
<b>Neighbourhood &amp; Customer Services</b>			
-	Increase charge for Disabled Bay Applications and H Bars to recover full cost to council and may help to reduce demand	Impact Analysis completed  <b>Proposal removed following consultation</b>	11
6	Increased revenue from weddings and burials as a result of a price increase following benchmarking	Equality Statement completed  <b>Resolved</b>	13
8	Reduce Concessionary Fares budget in line with passenger numbers which have dropped significantly over the last 3 years so no impact on service	Equality Statement completed  <b>Resolved</b>	14
16	PROW - Public Rights of Way Legal Orders - Legal Order fee taken up front rather than upon completion of a successful Order	Equality Statement completed  <b>Resolved</b>	14
17	Introduce a revised charging model for Bulk collections	Impact Analysis completed  <b>The impact of the policy will be monitored and reviewed through Customer Satisfaction Surveys and Waste Composition Analysis completed every 3 years</b>	14

No.	Description of Saving	Action	Page No. (Linked)
18	Reduce subsidy on recycling credits	Equality Statement completed  <b>Resolved</b>	19
23	Decommission play areas - reduce maintenance of the sites 24 Pageant Drive, Aqueduct, 120 Aqueduct Drive, Doddington Hollinswood, Dudmaston, Hollinswood, Brands Farm Way, Dodmoor Grange, Boulton Grange, Cornbrook, Stirchley, Beckberry Drive, Berberis Road, Leegomery ball court, Smallwood, Sutton Hill 102 or 27 not both, Wrekin Avenue and Gravelly Drive. (Annual average cost of upkeep £2k each area)	Impact Analysis completed  <b>We will monitor customer enquiries and complaints</b>	19
-	Reduce previous enhancement of winter maintenance service.	Impact Analysis completed  <b>Proposal removed following consultation</b>	21
27	Lighting energy from invest to save - move to LED lighting across the borough and look to dim lights during the evening	Impact Analysis completed  <b>We will monitor customer enquiries and complaints</b>	22
32	Library Service - Reduce the book fund by 50%	Impact Assessment completed.  <b>The Impact Assessment will be updated following further engagement and consultation</b>	24
33	Cease Mobile Library Service		
34	Close Madeley Library		
35	Close Stirchley Library		
36	Close Donnington Library		
37	Close Dawley Library		
38	Reduce Opening Hours of Newport Library by 1.5 days per week and retain as a first point service with a self service only community library		
39	Close Hadley Library		
40	Oakengates Library - theatre staff to take on full ownership following implementation of self service kiosks.		

No.	Description of Saving	Action	Page No. (Linked)
41	Reduction in development team and support costs for Libraries which will be achieved as long as there is support for the Library closures outlined		
86	Increase Health & Fitness provision at Wellington Civic & Leisure Centre through an Invest to Save initiative utilising some of the space currently occupied by the Library to provide additional Health & Fitness capacity. (see Leisure, Culture & Facilities Services proposal - page 37)		
60	Bring forward the agreement already contracted for to Rationalisation of current CRC's and develop a new state of the art CRC open 7 days per week at Hortonwood after which the closure of Ketley and notice given to end the contract at Granville CRC.	Impact Assessment completed  <b>The impact of the policy will be monitored and reviewed through Customer Satisfaction Surveys and Waste Composition Analysis completed every 3 years</b>	31
<b>Leisure, Culture &amp; Facilities Services</b>			
-	Cease providing Creative Arts Service	Equality Statement completed  <b>Proposal removed following consultation</b>	36
73	Reduce the number of Music Development Officer Hours	Equality Statement completed  <b>Resolved</b>	37
-	Increase Music Service charges	Equality Statement completed  <b>Proposal removed following consultation</b>	37
86	Increase Health & Fitness provision at Wellington Civic & Leisure Centre through an Invest to Save initiative utilising some of the space currently occupied by the Library to provide	Equality Statement completed  <b>Further equality</b>	37

No.	Description of Saving	Action	Page No. (Linked)
	additional Health & Fitness capacity.	<b>considerations are needed as the proposal progresses</b>	
88	Leisure Services Management Restructure -Reduced Operational Management structure and loss of dedicated Sports Development function	Equality Statement completed  <b>Grant funding will be sought to deliver specific sports development functions where opportunities arise.</b>	37
90	Review existing usage of Southwater 1 building to seek additional income generating opportunities.	Equality Statement completed  <b>Further equality considerations are needed as the review progresses</b>	38
<b>Law, Democracy &amp; People Services</b>			
91	Changes to People Services Structure	Equality Statement completed  <b>Resolved</b>	38
<b>Cooperative Council &amp; Commercial Delivery Team</b>			
101	Review of management of Council Community Centres - not currently possible to quantify amount of saving until review carried out	Equality Statement completed  <b>Further equality considerations are needed as the review progresses</b>	38
109	Review of corporate grants to voluntary sector. We will no longer provide annual grants of £49,490 to Fairshare and £12,690 to A4U	Equality Statement completed  <b>Impact analysis is being conducted as part of the review of each grant</b>	38

No.	Description of Saving	Action	Page No. (Linked)
<b>Development, Business &amp; Employment</b>			
119	Reduction in provision of 16+ Transport assistance	Equality Statement completed  <b>The council will consult on changes to 16+ transport assistance.</b>	39
<b>Children's Safeguarding &amp; Specialist Services</b>			
143	Review of Fostering Offer	Equality Statement completed  <b>Resolved</b>	40
144	New Operating Model for SEND.	Equality Statement completed  <b>Throughout implementation progress will be monitored within normal management processes.</b>	40
145	Review Current Short Breaks Offer	Equality Statement completed  <b>A full impact analysis will be undertaken including monitoring.</b>  <b>We will;</b>  <b>•Ensure that Short Breaks that are offered are appropriate and effective through ongoing consultation and continued engagement with parent/carer forum and young people.</b>	41

No.	Description of Saving	Action	Page No. (Linked)
		<ul style="list-style-type: none"> <li>• <b>Monitor the impact of the introduction of direct payments, including the range and breadth of short break activities being offered.</b></li> </ul>	
146	Reduce number of Residential Care placements	Equality Statement completed  <b>Resolved</b>	42
147	Reduce contribution to Tier 2 CAMHS service	Equality Statement completed  <b>Resolved</b>	43
<b>Education &amp; Corporate Parenting</b>			
149	Removal of vacant posts and changes to working patterns and rationalisation of funding available within Education & Corporate Parenting	Equality Statement completed  <b>Resolved</b>	43
150	Changes to Transport Policy	Equality Statement completed  <b>The council will consult on the transport currently made under discretionary arrangements.</b>	43
151	Reconfiguration of Specialist Services within Children & Family Services, including a reduction in the staffing levels across the teams. By combining functions where possible to create efficiency savings.	Equality Statement completed  <b>Resolved</b>	44
152	Increases in Income Targets within various services within Education & Corporate Parenting	Equality Statement completed  <b>Resolved</b>	44
153	Restructure so the strategic support for Early Years within the School Improvement service to rationalise provision.	Equality Statement completed	44

No.	Description of Saving	Action	Page No. (Linked)
		<b>Resolved</b>	
<b>Family, Cohesion &amp; Commissioning Services</b>			
156	Savings arise from the introduction of a new operating model which reduces our capacity to deliver preventative services. The opportunity will also be taken to integrate children and adult preventative services. This saving will see a reduction in the number of and our input to children centre to a minimum. We will look for partners or communities to take on the running of some children centre services/activities.	Equality Statement completed  <b>We will undertake further consultation to ensure that we are supporting the delivery of services that meet local needs.</b>	45
158	Closure of a number of youth clubs run by our part time youth workers	Impact Assessment completed  <b>Resolved</b>	45
<b>Public Health, Wellbeing &amp; Public Protection</b>			
162	Reduce budget for smoking cessation services in line with current demand	Equality Statement completed  <b>Resolved</b>	49
163	Further reduction in the NHS Health Check programme activity	Equality Statement completed  <b>Resolved</b>	50
164	Further efficiencies within drugs and alcohol services	Equality Statement completed  <b>Resolved</b>	50
165	Decommission GP STI sexual health service	Equality Statement completed  <b>Resolved</b>	50
166	Breastfeeding - Cease co-ordinator post within Shropshire Community Trust	Equality Statement completed  <b>Resolved</b>	50
168	More efficient commissioning of Children 0-5 services	Equality Statement	51

No.	Description of Saving	Action	Page No. (Linked)
		completed <b>Resolved</b>	
172	No decommissioning of parenting project	Equality Statement completed <b>Resolved</b>	51
173	Delete a post within Public Protection supported by the Public Health grant	Equality Statement completed <b>Resolved</b>	51
177	Reduction in operational and training budgets	Equality Statement completed <b>Resolved</b>	51
<b>Adult Social Services</b>			
181	<p>The current model of adult social care while demonstrating a level of savings by reducing demand and managing unit cost will not deliver the level of savings required. Over a 2016/17 and 2017/18 we will see a reduction in 5.350 million in the purchasing budget. The savings will be achieved by moving from the council providing a managed service, where we take responsibility for organising care provision to a direct payment and support planning model of service. The RAS will be re-calibrated to provide a personal budget for individuals to directly purchase and commission services. We anticipate clients will then make different decisions regarding transport, day care domiciliary care which will have implications for existing providers, contracts, brokerage and commissioning teams. This will maximise the amount of resources available to maintain people in community settings supported by a direct payment. Targeted actions are in place in relation to discharge to assess to ensure that we maximise efficiencies through integration and the Better Care Fund. We are also building upon the Alder Advice project to continue to work with adults with a learning disability and mental health problems in high cost residential placements, to find better outcomes at reduced cost.</p>	<p>Equality Statement completed</p> <p><b>Equalities officer to continue working with Service Delivery Manager: Service Improvement and Efficiency to deliver a visible equality assessed policy framework.</b></p> <p><b>All specific elements of this proposal will be assessed with regard to the General Equality Duty within this framework.</b></p>	51
182	As we move to locality working we will see efficiencies in reducing duplication in work between council employees. The work force remodelling will require a reduction of assessment staff, the remaining workforce will be set individual targets and performance managed. A benchmark of a minimum of one	<p>Equality Statement.</p> <p><b>Governance arrangements are in place to monitor</b></p>	53

No.	Description of Saving	Action	Page No. (Linked)
	assessment/ review per day. Mobile working and home working will be the norm. The new workforce will see the introduction of support planners and peer brokers.	<b>effective delivery.</b>	
183	Both T&W Clinical Commissioning Group and the Council are committed to increasing the level of support funded by Continuing Health Care (CHC). An increase of £1m is a reasonable assumption given bench marking data	Equality Statement completed <b>Resolved</b>	53
184	The local authority spend on adults with a learning disability is high compared to both regional and national comparators. Working with T&W Clinical Commissioning group (CCG) it is possible not only to reduce funding but also improve outcomes for people. This will be achieved by working more efficiently with health partners and adopting a support planning approach.	Equality Statement completed <b>Further consultation required to deliver co-produced strategy with service users.</b>	53
185	There are a wide range of service models in place in Telford to support people in long term accommodation, each with a different contractual arrangement in place. By introducing a personal budget for individual people accessing services such as extra care and supported housing it will be possible to make savings and also provide greater choice and control for individuals similar, to that of people living in their own accommodation.	Equality Statement completed <b>Resolved</b>	54
--	Transport Age UK - transport to Age UK Day Centres. Moving to full cost recovery basis.	Equality Statement completed. <b>This proposal has been put on hold and removed from the list pending a review to assess the scope for efficiencies or a different operating model rather than increasing charges to users.</b>	54
186	Review of Voluntary Sector Agreements (SLAs)	Equality Statement completed <b>Resolved</b>	55

## ii) Detailed information about actions 2016/17 to 2017/18

This section contains detailed information about the resolutions identified in section i) including equality statements, impact analysis and impact assessments.

### Neighbourhood & Customer Services

- **Increase charge for Disabled Bay Applications and H Bars to recover full cost to council and may help to reduce demand**

**This proposal has been removed following the outcome of consultation. The information remains to demonstrate compliance with the General Equality Duty.**

#### Impact Analysis

<b>Purpose and function of policy</b>			
Residents holding a blue badge can apply for a disabled parking bay on highway subject to the following rules:			
<ul style="list-style-type: none"> <li>• The applicant does not have a driveway</li> <li>• The applicant owns a vehicle (planned change)</li> <li>• The applicant has a blue badge confirmed by Revs &amp; Bens</li> <li>• Highway conditions allow the installation</li> </ul>			
There is current a charge of £42 which should be non-refundable which is to cover the administration not installation of the marking. It is proposed that this charge is increased to £275 to cover part of the installation cost however if the application is not successful a refund will be made, excluding the £42 non-refundable application fee.			
Residents requesting an access protection marking (h-bar) can apply for an advisory marking to be placed on the on highway subject to the following rules:			
<ul style="list-style-type: none"> <li>• The applicant has a driveway</li> <li>• Highway conditions allow the installation</li> </ul>			
There is current a charge of £42 which should be non-refundable which is to cover the administration not installation of the marking. It is proposed that this charge is increased to £330 to cover the installation cost however if the application is not successful a refund will be made, excluding the £42 non-refundable application fee.			
<b>Who does this policy affect</b>			
Workforce / Employees		Service Delivery / Communities	x
<b>Author(s)</b>			
Matt Powell, Team Leader – Network Management, Transport and Highways Development			
<b>Signed off</b> - Keith Harris, Service Delivery Manager, Transport and Highways Development - 15/12/2015			

The general equality duty states that we must have due regard to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity
- Foster good relations between different groups

This policy will potentially impact on people who share the following protected characteristics.

Protected Characteristic	Positive impact		Negative impact			Reasons/evidence
	Yes	No	High *	Low #	No	
Age		x		x		All parties are able to apply and assessment is made based on the criteria above.
Disability		x		x		
Gender (Sex)		x		x		We receive a low number of applications for disabled bays (71), and whilst there is a negative impact in terms of cost on these the wider impact is limited. The cost of these bays will be subsidised by £55 compared to h-bar requests.
Gender reassignment		x		x		
Marriage/civil partnership		x		x		
Pregnancy/maternity		x		x		
Race		x		x		
Religion/belief		x		x		We receive a low number of applications for h-bars (7), and whilst there is a negative impact in terms of cost on these the wider impact is limited.
Sexual Orientation		x		x		
Deprivation (inc rural/urban)		x		x		

High – there is significant evidence of adverse impact or potential for adverse impact. The policy etc has consequences for, or affects, significant numbers of people and/or has the potential to make a significant contribution to advancing equality.

Low – there is anecdotal or little evidence to suggest adverse impact. The policy etc operates mainly within a small unit and affects few people.

If a negative impact has been identified as High, then a Community Impact Assessment must be completed.

<b>Monitor and review</b>
Upon review, the number of applications/complaints will be reviewed against levels prior to the change. If necessary, the content of any specific complaints will be considered to determine the detriment to the community.
The review will take place one year after implementation.

## **6 Increased revenue from weddings and burials as a result of a price increase following benchmarking**

Telford & Wrekin Council manages three cemeteries located at Wellington, Wombridge & Castle Green.

We undertake body burials and cremated remains burials, but we don't ourselves undertake physical cremations as these are generally completed at Telford Crematorium.

Parish Churches still have some availability and Red Lake, Hadley and Newport Cemeteries have availability.

We have a Muslim section within Wellington Cemetery and Catholic Sections in Wombridge and Castle Green with an option to use an area of the Wellington extension for ALL faiths, with provisions there for the next 6-7 years.

We are raising non statutory Registration Service fees by 10% over 2 years and Burial Service fees by 20% over 2 years.

The rationale behind the decision is that the non statutory Registration Service fees relate to services that are also provided by the private sector and the increase considers that fact and that they must still remain competitive to ensure we secure the business. Residents do not have to purchase these services and the increase does not impact on the statutory fees for Registration Services, which are governed by the General Registrars Office. These services will remain available, they are a statutory requirement, so residents can choose which service to use.

When considering the increase in Burial Service fees, we considered the fees in Shropshire, which are provided by The Co-operative on behalf of Shropshire Council, and in Staffordshire, and whilst we have increased our fees, the Council still provides a range of options that will allow residents to manage the cost of funeral in one of the Council's cemeteries.

There are funeral grants available from DWP for carers of the deceased where proven monies aren't fully available. We also statutorily complete Public Health funerals where there are no funds and no relatives, these usually total a maximum of 6 - 8 per annum.

The very nature of burials is that the majority of deceased residents are elderly; however the customers of the burial services are the children of the deceased, and not themselves necessarily older or disabled.

These fee changes are not occurring in isolation but part of a large scale contribution toward creating income for the council to mitigate loss of budget in other areas such as social care for adults and young people.

The charge levied by the Council for a burial is a relatively small part of the overall costs that are charged to service users by Funeral Directors.

Based on previous assessments, there is no significant relevance to the equality duty.

Confirmed by Lee Higgins, Customer, Benefits, Registration and Library Services Manager, Neighbourhood & Customer Services

**8 Reduce concessionary fares budget in line with passenger numbers which have dropped significantly over the last 3 years so no impact on service**

The current annual budget for concessionary fares is £1,775,380 and has historically been under-spent on average by about £166,000 per year. Concessionary fare usage continues to fall year by year from £1,816,399 in 2010/2011 down to £1,593,647 in 2014/15. The reduction in budget will not have an impact on the ability for passengers to use their concessionary passes and the scheme will still operate as it currently does. A smaller contingency element will remain in the budget in order to account for any increases in concessionary fare journeys.

Confirmed by Keith Harris, Service Delivery Manager, Transport & Highway Development

**16 PROW - Public Rights of Way Legal Orders - Legal Order fee taken up front rather than upon completion of a successful Order**

This is a change in the process for recovering from third parties the expenses related to modifying Public Rights of Way to provide a small positive impact on the service without any impact on the public. The current process of modifying a Right of Way as a result of a Planning Application is to undertake the statutory PROW modification process and then recoup the costs from the developer once the modification is sealed. This places a financial risk on the Council as costs are incurred that cannot always be recovered. The process is being amended such that the fees to process the legal Order will be taken in advance of any work taking place. This will affect around 10 legal Orders per annum at an approximate cost of £1,500 per Order.

Confirmed by Keith Harris, Service Delivery Manager, Transport & Highway Development

**17 Introduce a revised charging model for bulk collections**

**Impact assessment**

**Introduction**

The aim of this change is to enhance the provision of the bulk collection service by increasing the number of items residents can request to be collected at one time from 6 to 12 items.

This will provide added service flexibility along with a sliding scale pricing structure.

There are currently no national guidelines or requirements for the bulk collection service provided by the Council. However, as most other local authorities offer a similar service benchmarking has been undertaken on how this service operates elsewhere.

Collections for large household items is a non-statutory service. The current charge for this service is £18 for 6 items and it is operated on an appointment basis.

The proposed changes will involve the following pricing structure:

Number of items	Cost
1-3	£18
4-6	£30
7-9	£45
10-12	£70

In addition, the Pride free or discounted charge collections will continue to be offered to the following groups up until end March 2019:

- Households with a resident over 65
- Households with residents who have a long standing illness or disability that limit their daily activities
- Households in receipt of Council Tax Support or Housing Benefit
- Households within areas to encourage participation with the service e.g. a number of TIA areas which are affected by high levels of fly tipping

Current statistics show that over 40% of service users only request collections of up to 3 items. Therefore, this proportion of residents will not be affected by any price change.

In addition, it provides the flexibility to residents to dispose of over 6 items in one appointment.

This change in policy will affect customers/service-users and some contractors and is intended to come into effect on 1 April 2017.

The following information will steer future service review from April 2017:

- Monthly tonnages and recycling performance information
- Customer requests, complaints and enquiries
- Contractor performance

The following information will steer future service review from April 2019 (new contract for the service):

- Customer Satisfaction Surveys every 3 years
- Waste Composition Analysis every 3 years.
- Monthly tonnages and recycling performance information
- Customer requests, complaints and enquiries
- Contractor performance

Name of person completing impact assessment and their post	<b>Debbie Germany</b> , Strategic Waste & Neighbourhood Performance Service Delivery Manager
Telephone	<b>01952 384730</b>
Date started	<b>07/12/15</b>
Other officers/Stakeholders involved	<b>Sadie Roberts</b> , Waste Contract and Customer Engagement Team Leader  <b>Richard Taylor-Murison</b> , Equalities Officer

## Impact assessment summary

Policies are assessed for their positive and negative impacts with regard to the General Equality Duty;

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity
- foster good relations between different groups

	Impact (X)		
	Positive	Negative	None
People of different ages			X
People with ill health or people with a disability	X		
People of different gender			X
People who are transgender			X
Different racial groups			X
People with different religion or beliefs			X
People of different sexual orientation			X
Women who are pregnant or breast-feeding			X
People that are married or in a civil partnership			X
People affected by deprivation	X	X	

### Impact assessment detail

We are expecting a positive impact to occur in the following area.

- **People with ill health or people with a disability**

Positive impact as these residents would have physical difficulties in visiting a CRC. By increasing the amount of items collected at the kerbside and with some receiving a free collection or one at a discounted price, it makes the service more accessible from the kerbside.

We are expecting positive and negative impacts to occur in the following areas.

- **Deprivation**

Positive impact as residents receiving housing benefit or those that live in a TIA are (with the most reports of flytips) will have access to a kerbside collection service as an alternative to visiting a CRC which would require vehicle usage. It also allows residents the option of 12 items instead of 6.

Negative impact as there is a slight price increase in the staggered costs; however, over 40% of requests made in 2014/15 were for just 3 items and for these there will be no change in costs.

- **Borough wide impact**

The change will have a Borough-wide impact on every household within all our Wards and communities.

Bulk collection offers will continue to be provided up to end March 2019 to people with disabilities, people aged over 65 and people receiving benefit allowance. Discounts are also currently available within certain areas where there has been a need for resident to engage with the service e.g. some TIA's most affected by fly tipping. This enables residents to receive a discounted kerbside collection service of up to 6 bulky items from their household

### **Engagement and consultation**

T&W officers regularly do a small satisfaction monitoring sample. From this information it showed that 13% of resident would prefer a different pricing structure based more on the size of the bulk collection (see Appendix 1)

### **Mitigating actions**

After careful consideration of the potential impacts we have determined that there are no significant unjustified impacts. The benefits of the staggered pricing structure means that the collection service is being enhanced to allow more items to be collected at the kerbside with a more appropriate, proportionate pricing schedule.

It also helps to improve availability of bulky waste collection service for individuals with the greatest need. For example, increasing collection days from 2 to 4 and offering either free or discounted collections to the following groups:-

- Households with resident over 65
- Households with residents who have a long standing illness or disability that limits their daily activities
- Households in receipt of Council Tax Support or Housing Benefit
- Households within areas to encourage participation with the service e.g. a number of TIA areas which are affected by high levels of fly tipping

### **General Equality Duty**

The council is require to pay due regard to the General Equality do any of the above actions contribute to the aims of the General Equality Duty;

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity
- foster good relations between different groups

The change in service provision improves equality of access to waste management services for the whole Community but in particular people with disabilities or long term illnesses that affect their mobility will benefit from the improved services.

Information on how to access the service will be made available in appropriate formats to suit the diverse range of communication needs of our residents preventing discrimination on the grounds of race, including nationality, and disability.

This policy is proposed to be implemented for 1 April 2017.

### Monitoring and review

The impact of the policy will be monitored and reviewed through Customer Satisfaction Surveys and Waste Composition Analysis completed every 3 years.

### Appendix 1 - Sample satisfaction monitoring

<b>Q1 Were you aware of the bulk collection discounts available to residents before you contacted us?</b>	<b>YES</b>	<b>TOTAL</b>	<b>%</b>
	13	22	59.09
<b>Q2 If yes, whereabouts did you find this information?</b>	<b>Method</b>	<b>TOTAL</b>	<b>%</b>
	Facebook	1	8
	Leaflet	5	38
	T&W Website	1	8
	Word of Mouth	5	38
	Press	1	8
<b>Q3 Did you manage to contact us easily?</b>	<b>YES</b>	<b>TOTAL</b>	<b>%</b>
	21	22	95.45
<b>Q4 Was it easy to give us all the information we needed?</b>	<b>YES</b>	<b>TOTAL</b>	<b>%</b>
	22	22	100.00
<b>Q5 Was the bulk taken without incident?</b>	<b>YES</b>	<b>TOTAL</b>	<b>%</b>
	21	22	95.45
<b>Q6 How often has the customer used the service/will they use it again?</b>	<b>YES</b>	<b>TOTAL</b>	<b>%</b>
	22	22	100.00
<b>Q7 How could we improve the service?</b>	<b>Suggestion</b>	<b>TOTAL</b>	<b>%</b>
	Happy - nothing to improve upon	19	86.4
	Advertise More	1	4.5
	Itemised price list	3	13.6
	More Details on what can/can't be taken on WEB	1	4.5

**18 Reduce subsidy on recycling credits**

The Recycling Credit Scheme was first introduced in Section 52 of the Environmental Protection Act (EPA) 1990 in the absence of other policy levers to encourage recycling.

While not a mandatory requirement, it provides waste collection and disposal authorities with the power to pay not for profit third parties credits as a result of their own collection activities diverting recycling material from landfill. Where residents do not have an option to recycle through the Council’s collection service this has helped Telford & Wrekin Council to meet its Duty of Care to secure continuous improvements in terms of economy, efficiency and effectiveness of the management of waste.

Residents now have the opportunity to recycle materials through the current range of recycling collection services, with new arrangements being introduced in April 2014 with the Veolia contract.

Confirmed by Debbie Germany, Service Delivery Manager, Strategic Waste & Neighbourhood Performance Service Delivery Manager, Neighbourhood & Customer Services

**23 Decommission play areas - reduce maintenance of the sites 24 Pageant Drive, Aqueduct, 120 Aqueduct Drive, Doddington Hollinswood, Dudmaston, Hollinswood, Brands Farm Way, Dodmoor Grange, Boulton Grange, Cornbrook, Stirchley, Beckberry Drive, Berberis Road, Leegomery ball court, Smallwood, Sutton Hill 102 or 27 not both, Wrekin Avenue and Gravelly Drive. (Annual average cost of upkeep £2k each area)**

**Impact analysis**

<b>Purpose and function of policy</b>			
There are currently in the region of 120 childrens equipped play areas in the Borough This proposal will see the removal of around 12 worn out play areas to reduce maintenance liability and ensure we adhere to our health and safety requirements			
<b>Who does this policy affect</b>			
Workforce / Employees		Service Delivery / Communities	Y
<b>Author(s)</b>			
Dave Hanley, Service Delivery Manager – Highways & Neighbourhood Services			
<b>Date completed:</b>			
15 December 2015			

The general equality duty states that we must have due regard to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity
- Foster good relations between different groups

Protected Characteristic	Positive impact		Negative impact			Reasons/evidence
	Yes	No	High *	Low #	No	
Age				Low impact on young people		Alternative play areas are in the vicinity
Disability					no	
Gender (Sex)					no	
Gender reassignment						N/A
Marriage/civil partnership						N/A
Pregnancy/maternity						N/A
Race						N/A
Religion/belief						N/A
Sexual Orientation						N/A
Deprivation (inc rural/urban)					no	

# High – there is significant evidence of adverse impact or potential for adverse impact. The policy etc has consequences for or affects significant numbers of people and/or has the potential to make a significant contribution to advancing equality.

# Low – there is anecdotal or little evidence to suggest adverse impact. The policy etc operates mainly within a small unit and affects few people.

<b>Monitor and review</b>
We will monitor customer enquiries and complaints

- **Reduce previous enhancement of winter maintenance service**

**This proposal has been removed following the outcome of consultation. The information remains to demonstrate compliance with the General Equality Duty.**

**Impact analysis**

<b>Purpose and function of policy</b>			
In addition to the gritting defined roads in the winter maintenance policy, the council also treats 'cold spots' where ice can form when freezing temperatures are experienced over a number of days. These areas will be assessed prior to treatment so to identify if ice has formed.			
The winter service was enhanced to include snow clearing from footways after a significant snow event. Snow clearing these areas will be prioritised so to avoid additional costs			
<b>Who does this policy affect</b>			
Workforce / Employees		Service Delivery / Communities	Y
<b>Author</b> - Dave Hanley, Service Delivery Manager – Highways & Neighbourhood Services			
<b>Date completed:</b> 17 December 2015			

The General Equality Duty states that we must have due regard to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity
- Foster good relations between different groups

Protected Characteristic	Positive impact		Negative impact			Reasons/evidence
	Yes	No	High *	Low #	No	
Age				low		Future policy will prioritise snow clearing for vulnerable members of the community. The council will also coordinate our 170 snow wardens
Disability				low		Future policy will prioritise snow clearing for vulnerable members of the community. The council will also coordinate our 170

						snow wardens
Gender (Sex)						N/A
Gender reassignment						N/A
Marriage/civil partnership						N/A
Pregnancy/maternity						N/A
Race						N/A
Religion/belief						N/A
Sexual Orientation						N/A
Deprivation (inc rural/urban)						N/A

# High – there is significant evidence of adverse impact or potential for adverse impact. The policy etc has consequences for or affects significant numbers of people and/or has the potential to make a significant contribution to advancing equality.

# Low – there is anecdotal or little evidence to suggest adverse impact. The policy etc operates mainly within a small unit and affects few people.

#### Monitor and review

We will monitor;

- enquiries and complaints
- cold spots and ice forming

## 27 Lighting energy from invest to save - move to LED lighting across the borough and look to dim lights during the evening

### Impact analysis

<b>Purpose and function of policy</b>			
Major positive already from installing LED lighting. This will improve lighting quality, at the same time deliver a saving on energy. It is possible to dim the lights 'adaptive' lighting to further reduce costs. It is not the intention to switch off lights as with other local authorities  LED lighting provides a clearer white light which will benefit pedestrians and road users			
<b>Who does this policy affect</b>			
<b>Workforce / Employees</b>		<b>Service Delivery / Communities</b>	Y
<b>Author</b> - Dave Hanley, Service Delivery Manager – Highways & Neighbourhood Services			

**Date completed:** 17 December 2015

The General Equality Duty states that we must have due regard to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity
- Foster good relations between different groups

Protected Characteristic	Positive impact		Negative impact			Reasons/evidence
	Yes	No	High *	Low #	No	
Age	Yes					Brighter lighting from LED improves visibility
Disability	Yes					Brighter lighting from LED improves visibility
Gender (Sex)						N/A
Gender reassignment						N/A
Marriage/civil partnership						N/A
Pregnancy/maternity						N/A
Race						N/A
Religion/belief						N/A
Sexual Orientation						N/A
Deprivation (inc rural/urban)						N/A

# High – there is significant evidence of adverse impact or potential for adverse impact. The policy etc has consequences for or affects significant numbers of people and/or has the potential to make a significant contribution to advancing equality.

# Low – there is anecdotal or little evidence to suggest adverse impact. The policy etc operates mainly within a small unit and affects few people.

**Monitor and review**

We will monitor customer enquiries and complaints

## **Savings proposals 32 – 41 and 86 are considered in the impact assessment - Review of the Library Service provision**

- 32 Library Service - Reduce the book fund by 50%**
- 33 Cease Mobile Library Service**
- 34 Close Madeley Library**
- 35 Close Stirchley Library**
- 36 Close Donnington Library**
- 37 Close Dawley**
- 38 Reduce Opening Hours of Newport Library by 1.5 days per week and retain as a first point service with a self service only community library**
- 39 Close Hadley Library**
- 40 Oakengates Library - theatre staff to take on full ownership following implementation of self service kiosks.**
- 41 Reduction in development team and support costs for Libraries which will be achieved as long as there is support for the library closures outlined**
- 86 Increase Health & Fitness provision at Wellington Civic & Leisure Centre through an 'Invest to Save' initiative utilising some of the space currently occupied by the library to provide additional Health & Fitness capacity. (see Leisure, Culture & Facilities Services proposal comment - page 37)**

## **Review of the Library Service provision Impact assessment**

### **Introduction**

The aim of the review is to close the following libraries:

- Dawley Library
- Donnington Library
- Hadley Library
- Madeley Library
- Newport Library
- Stirchley Library
- Mobile Library Service

The proposal will also reduce the amount of work undertaken by the Library Development Team. The review will deliver savings of £548,000 that will contribute to the Council's savings target of £30m over three years, resulting from the Government's reduction in funding for the Council. These initial proposals are part of our overall budget strategy and we would like active engagement from all parts of society to help support the provision of library services (see Engagement & Consultation below).

The Library Service will be delivered from:

Southwater Library	Open 60.5 hours per week
Wellington Library	Open 100 hours per week
Oakengates Library	Open 44 hours per week
Library Home Delivery Service	
Online Library Service	Always available

The change in service will impact on customers, partners, who deliver services at the libraries that are proposed to close and employees.

It is planned to introduce the changes from 1st April 2017

Name of person completing impact assessment and their post	Lee Higgins, Customer, Benefits, Registration and Library Services Manager
Date started	7 <sup>th</sup> December 2015
Other officers/Stakeholders involved	Angie Astley, Assistant Director, Neighbourhood & Customer Services

### Impact assessment summary

Policies are assessed for their positive and negative impacts with regard to the General Equality Duty;

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity
- foster good relations between different groups

This proposal will impact on the universal service available to the whole borough however there are people who share protected characteristics that may be impacted more than others. These groups are identified below;

	Impact (X)			Comment
	Positive	Negative	None	
People of different ages		X – Young people 0-18		48% of library users are young people (0-18 years ) This is significantly greater than the borough proportion of 0-19 year olds – 25.9%

People with ill health or people with a disability		X	No information held
People of different gender	X		62% of library users are female higher than the borough population of 50.4%.
People who are transgender			Not relevant
Different racial groups		X	84% of library users who have declared their ethnic group are White British & European less than the all-age borough information but is broadly consistent with the ethnic profile of the 0-19 age group.
People with different religion or beliefs		X	Not relevant
People of different sexual orientation		X	Not relevant
Women who are pregnant or breast-feeding		X	No information held
People that are married or in a civil partnership		X	Not relevant
People affected by deprivation	X		Several libraries are located in areas with a higher level of deprivation than the borough average.

### Impact assessment detail

The on-going Library Service will meet its statutory duty to provide a library service that is comprehensive and efficient, and free provided in most instances, including internet access, and will meet the Service's aims to ensure that people can access books and information when and how they want to; to support learning and wellbeing; to provide a quality library service that is responsive to change and is relevant to people throughout their lives.

Whilst we recognise that there will be a negative impact on all customers that use these libraries and services, including First Point services at Madeley and Newport Libraries , as we are proposing to reduce the service, the following services will help mitigate this impact:

**Home Library Service**

Is a free service, delivered by volunteers, where we can offer a regular delivery of books to a customers home. The service is available to anyone who finds it difficult through age, disability or responsibility for caring for someone else to use their local library. The service can provide books in different formats such as large print or audio books on CD.

**Online Library Service**

Is a free service, that gives customers access to a range of services including:

- Online joining
- e-books
- e-audio books
- e- magazines
- renewal of items on loan
- book reservation
- access to online research
- Britannica Study Guide
- Ancestry library service
- Oxford Reference

The following table shows maximum distance a customer will have to travel to a library under these proposals:

<b>Proposed Library Closure</b>	<b>Nearest Library</b>	<b>Distance</b>
Dawley Library	Southwater Library	2.5 miles
Donnington Library	Southwater Library	2.5 miles
Hadley Library	Wellington Library	2.5 miles
Madeley Library	Southwater Library	4.5 miles
Newport Library	Oakengates Library	7 miles
Stirchley Library	Southwater Library	2 miles

The following table shows the number of hours each library is currently open, the number of books borrowed from each of our libraries and the number of visitors, that will also include customers who access the activities or computers that are available at each library:

	<b>Hours Open Per Week</b>	<b>Issues</b>	<b>Renewals</b>	<b>Total</b>	<b>Visitors</b>
<b>Dawley Library</b>	21	6,220	1,586	7,806	3,050
<b>Donnington Library</b>	16	11,073	2,688	13,761	11,200
<b>Hadley L.C. Library</b>	19	10,812	3,082	13,894	11,250
<b>Madeley Library</b>	35	36,097	9,083	45,180	36,500
<b>Newport Library</b>	35	54,673	13,976	68,649	76,750
<b>Oakengates Library</b>	44	10,189	2,354	12,543	10,650
<b>Southwater Library</b>	60.5	81,471	16,627	98,098	271,150
<b>Stirchley Library</b>	39.5	7,216	1,160	8,376	2,550
<b>Wellington Library</b>	100	99,434	19,437	118,871	133,000

The table in Appendix A shows the average number of customers per week using the Mobile Library Service.

This information demonstrates disproportionate cost per customer for this service.

The Council is proposing to facilitate other organisations such as a Parish and Town Councils, the community and voluntary sector and schools to open and operate community libraries in their areas.

### **Engagement and consultation**

The initial consultation on these proposals will be as part of the Council's wider budget consultation process that will commence in January 2016.

Following the outcome of the Budget Consultation, the Council will consult further on these proposals. We are unable to provide further specific detail of future actions or consultation at this stage. However we will seek to engage effectively through the consultation stages with:

- Current users of the Library Service
- Museums, Libraries & Archives Board
- Elected Members
- Parish & Town Council's
- Local People as represented by the Community Panel
- Other Council services

This will be achieved through a combination of public events, targeted and general online and postal consultation surveys.

We will ensure that we are considering people who share a range of protected characteristics during the consultation and service impact.

We will, throughout this process, seek guidance and support from the Community Participation Team.

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Following the conclusion of the Budget consultation (8 January – 7 February 2016) Proposal 38 – Close Newport Library has been amended to;

**Reduce Opening Hours of Newport Library by 1.5 days per week and retain as a first point service with a self service only community library**

Currently the Library building is open and staffed for 35 hours per week. The building opening hours will be reduced to 25 hours, and a First Point service will be delivered during these hours facilitating access to the Council. Access to library services will be on a self service basis. The reduction of hours will mean that the building is closed on Mondays and Saturday afternoons, the least used periods of the week.

This change ensures that face to face access to basic council functions is available to Newport residents without significant travel. This recognises the outlying nature of Newport’s location, its overall size and the demography of the area.

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**Appendix A**

Average number of weekly customers visiting the mobile library service by location

Location & Time	Average Weekly Customers
Donnington – High Mount (S) 10.00 – 10.30 Monday Week 1	0.1
Donnington Wood – Kenwray Drive 10.45 – 11.15 Monday Week 1	0.1
Priorslee Surgery Carpark 11.30 – 12.00 Monday Week 1	3.2
Oakengates – Frizes Leasowe (S) 12.15 – 12.45 Monday Week 1	0.0
Oakengates – Walton Court (S) 1.30 – 2.00 Monday Week 1	0.2
Trench – Newfield Court (S) 2.15 – 2.45 Monday Week 1	0.1
Donnington – Millward Close (S) 3.00 – 3.30 Monday Week 1	0.0
Hadley – Haybridge Hall (S) 10.00 – 10.30 Tuesday Week1	0.1
Leegomery – Brecknock Court 10.45 – 11.15 Tuesday Week1	0.1
Leegomery – Lawton Farm Way 11.30 – 12.00 Tuesday Week1	0.6
Preston by Field House 12.15 – 12.45 Tuesday Week1	3.6
Kynnersley by Meadow Place 1.30 – 2.00 Tuesday Week1	2.8
Cherrington – Manor View 2.15 – 2.45 Tuesday Week1	2.1

Tibberton – Village Hall 3.00 – 3.30 Tuesday Week1	3.8
Tibberton – Village Seat 3.40 – 4.00 Tuesday Week1	4.2
Muxton – Saltwells Drive 9.30 – 10.00 Thursday Week1	2.0
Lilleshall – Old Hall 10.15 – 10.45 Thursday Week1	6.3
Lilleshall – Limekiln Lane 11.00 – 11.30 Thursday Week1	1.4
Edgmond – High Street 11.45 – 12.45 Thursday Week1	7.4
Newport – Hallcroft Close (S) 1.30 – 2.00 Thursday Week1	1.1
Newport – Elkington Close (S) 2.15 – 2.45 Thursday Week1	0.3
Church Aston – Village Hall 3.00 – 3.30 Thursday Week1	3.5
Wellington – Hornbeam Close (S) 10.00 – 10.30 Friday Week1	0.6
Wellington – Carvers Close 10.45 – 11.15 Friday Week1	1.2
Wellington – Hesba Close (S) 11.30 – 12.00 Friday Week1	2.2
Wellington – Oliver Court (S) 12.15 – 12.45 Friday Week1	2.7
Wellington – Apley Court (S) 1.30 – 2.00 Friday Week1	2.8
Holyhead Road – Ketley Community Centre 2.15 – 2.45 Friday Week1	0.3
Long Lane – Bucks Head 10.00 – 10.30 Monday Week 2	2.7
Crudgington – Manor Place 10.45 – 11.15 Monday Week 2	0.0
Cold Hatton Heath – Stars Lane 11.30 – 12.00 Monday Week 2	1.0
Ellerdine – Village Hall 12.15 – 12.45 Monday Week 2	0.7
Ellerdine Heath by Cottage Farm 1.30 – 2.00 Monday Week 2	0.4
Waters Upton – Quarry View 2.15 – 2.45 Monday Week 2	2.1
Great Bolas – Bus Stop 3.00 – 3.30 Monday Week 2	0.0
Coalport – Riverside Terrace 10.00 – 10.30 Tuesday Week2	0.0
Ironbridge – Museum of the Gorge 10.45 – 11.15 Tuesday Week2	1.3
Coalbrookdale – Cokehearth 11.30 – 12.00 Tuesday Week2	0.1
Little Wenlock – Village Hall 12.15 – 12.45 Tuesday Week2	1.3
New Works opposite Parish Noticeboard 1.30 – 2.00 Tuesday Week2	4.1
Lawley by Post Office in Glendale 2.15 – 2.45 Tuesday Week2	2.0

Overdale – Carpenter Centre 3.00 – 3.30 Tuesday Week2	1.0
The Rock – Rockall Way 3.45 – 4.15 Tuesday Week2	5.6
Admaston – Sutton Road 10.00 – 10.30 Thursday Week2	6.9
Wrockwardine – The Avenue 10.45 – 11.15 Thursday Week2	2.6
Walcot – Meadow Drive 11.30 – 12.00 Thursday Week2	0.1
Rodington – Village Hall 12.15 – 12.45 Thursday Week2	4.2
Rodington Heath – Sunningdale 12.50 – 1.15 Thursday Week2	0.0
High Ercall – Ridgway 2.00 – 2.45 Thursday Week2	6.8
High Ercall – Shop Lane 3.00 – 4.00 Thursday Week2	4.1
Sutton Hill Centre – Carpark 10.00 – 10.30 Friday Week2	2.2
Madeley – Chillcott Gardens (S) 10.45 – 11.15 Friday Week2	1.6
Woodside – Park Lane Centre and Parkwood (S) 11.30 – 12.00 Friday Week2	0.9
Brookside – Local Centre Burford 12.15 – 12.45 Friday Week2	0.0
Stirchley – Churchway opposite Catstree 1.30 – 2.00 Friday Week2	1.0
Lightmoor Village by school 2.15 – 2.45 Friday Week2	0.0
Hollinswood Local Centre 3.00 – 3.30 Friday Week2	0.1

- 60 Bring forward the agreement already contracted for to rationalisation of current CRC's and develop a new state of the art CRC open 7 days per week at Hortonwood after which the closure of Ketley and notice given to end the contract at Granville CRC.**

### **Impact assessment**

#### **Introduction**

The aim of the policy is to enhance the provision of Community Recycling Centre (CRC) services and deliver savings, through the early opening of the new Hortonwood CRC, retention of Halesfield and closure of Ketley and Granville CRCs.

Current CRC opening hours are 5 days per week (all sites) (except Christmas Day, New Years Day and Boxing Day), Weekdays 8am-4.30pm weekends (Nov-Feb) 10-3.30pm Summer (8am-4.30pm). A total of 2133.5 hours planned in 2016 year.

CRC opening hours will be extended to 7 days a week (both sites) (except Christmas Day, New Years Day and Boxing Day), 9.00 am to 5.00pm (all year) through the change in CRC

service to be delivered by Veolia Environmental. A total of 2904 hours planned in 2016 year.

Under the new provision CRC will be available for 770 hours extra per year (see Appendix A)

This change in policy will affect customers/service-users and some contractors.

It is intended to come into effect on 1 October 2016 and is currently planned to be in place until 31 March 2038

The following information will steer future service review:

- Customer Satisfaction Surveys every 3 years
- Waste Composition Analysis every 3 years.
- Monthly tonnages and recycling performance information
- Customer complaints and enquiries
- Contractor performance

Name of person completing impact assessment and their post	<b>Debbie Germany</b> , Strategic Waste & Neighbourhood Performance Service Delivery Manager
Telephone	01952 384730
Date started	07/12/15
Other officers/Stakeholders involved	<b>Sadie Roberts</b> , Waste Contract and Customer Engagement Team Leader <b>Richard Taylor-Murison</b> , Equalities Officer

### Impact Assessment summary

Policies are assessed for their positive and negative impacts with regard to the General Equality Duty;

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity
- foster good relations between different groups

	Impact (X)		
	Positive	Negative	None
People of different ages			X
People with ill health or people with a disability	X		
People of different gender			X
People who are transgender			X

Different racial groups

People with different religion or beliefs

People of different sexual orientation

Women who are pregnant or breast-feeding

People that are married or in a civil partnership

People affected by deprivation

		X
X		
		X
		X
		X
X	X	

**Impact Assessment detail**

We are expecting positive and negative impacts to occur in the following areas.

- **Religion or belief**

Current Provision - Each CRC is closed 2 days per week

Proposed change – Each CRC is open 7 days per week and longer hours

This increases the overall time available for access to CRC, particularly supporting those for those who may not use the CRC on specific days due to their religious belief.

Only 71% of customers surveyed in November 2014 were satisfied with the opening hours at CRC sites.

- **Disability**

The New CRC and existing CRC, which will be refurbished, will have improved access and ramps making accessibility easier.

- **Deprivation**

Positive impact as longer opening hours will make all sites more accessible

In particular there will be a positive impact on Donnington residents, an area recognised as having significant levels of deprivation, will have a shorter travel time to access the Hortonwood CRC.

Around 200 properties in College, an area recognised as having a significant variation of deprivation with some particularly affluent areas and areas where deprivation is higher than the borough average. These residents will need to travel slightly further to access the Hortonwood CRC.

Positive impact on all other TIA's as the Halesfield CRC site will be refurbished and equipped to accept a larger range of waste.

- **Borough wide impact**

The change will have a Borough-wide impact on every household within all our Wards and communities.

Inevitably there will be some variations in travel time for residents to visit their nearest CRC. Overall 1,000 properties will have less travel distance to their nearest CRC (5,826 properties currently travel more than 6 miles which will be reduced to 4,840).

The current furthest distance to travel is 12 miles which will be reduced to 11 miles. All travel time distances and CRC capacity provision fall within WRAP (Waste Resource Action Programme) recommendations. To illustrate further Appendix B is a map of the CRC provision current and new.

Bulk collection offers will continue to be provided up to end March 2019 to, people with disabilities, people aged over 65 and people receiving benefit allowance. Discounts are also currently available within certain areas where there has been a need for resident to engage with the service e.g. some TIA's most affected by fly tipping. This enables residents to receive a discounted kerbside collection service of up to 6 bulky items from their household,

The service is proposed as part of the 16/17 budget proposal to increase collections to up to 12 items from April 2017 based on a sliding scale of charges.

### **Engagement and consultation**

The CRC satisfaction survey undertaken in November 2014 highlighted that only 71 % of residents were satisfied with the current CRC opening hours.

It also showed that residents using the Halesfield site are significantly more satisfied with the location (97%) and the ease of site access compared to Granville and Ketley site.

The customer survey results will be taken into consideration with the planning and design of the new site at Hortonwood.

A more detailed analysis of the satisfaction survey is shown in Appendix C and D.

An important tool for measuring service performance is effective service user engagement. Throughout the life of the contract we will monitor:

- Customer Satisfaction Surveys every 3 years
- Customer complaints and enquiries

### **Mitigating actions**

After careful consideration of the potential impacts we have determined that there are no significant unjustified impacts. The benefits of the new more accessible facilities outweigh the increased inconvenience to a relative small number of potential users.

For those who have slightly further to travel the increase in distance is not considered significant enough to warrant further intervention particularly as they already benefit from enhanced collections services. These changes have seen increased participation in the collection services, reducing the necessity to visit CRC sites.

Enhanced services (targeted at those with the greatest need) include;

- Roll out of the new enhanced recycling service in April 2014, a household's standard container capacity for recycling has increased by 145L, residents have also benefitted from a wheeled bin collection for glass, cans and plastic, making storing, handling and sorting of containers easier for residents.
- Improved availability of bulky waste collection service for individuals with the greatest need. For example, increasing collection days from 2 to 4 and offering either free or discounted collections to the following groups:-
  - Households with resident over 65
  - Households within TIA area's
  - Households with residents who have a long standing illness or disability that limits their daily activities
  - Households in receipt of Council Tax Support or Housing Benefit

In order to make sure the whole community can take advantage of the excellent service and facilities there will be a dedicated communication plan regarding promotion of the new CRC sites.

Information will be distributed in August 2016 to each household which will be visually presented to ensure inclusion of all groups.

For those who have visual impairments that prevent them from seeing the information, services will be available to explain the new provision verbally. The communication plan will also include the use of local radio media to promote the new enhanced facilities.

### **General Equality Duty**

The council is required to pay due regard to the General Equality do any of the above actions contribute to the aims of the General Equality Duty;

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity
- foster good relations between different groups

The change in service provision improves equality of access to waste management services for the whole Community but in particular people with disabilities or long term illnesses that affect their mobility will benefit from improved sites.

Information on how to access the service will be made available in appropriate formats to suit the diverse range of communication needs of our residents preventing discrimination on the grounds of race, including nationality, and disability.

Access to the majority of waste management services is via the kerbside using containers, sacks in sizes appropriate for the customer to be able to manage their movement or an assisted pull out service.

In addition, bulk collections can also be arranged from the kerbside where there is a free offer for residents over the age of 65, or with a disability helping to maintain equality of access for people who share these protected characteristics.

Geographically, CRC's are provided in the north and south of the borough providing relative parity of access across the borough.

This policy is proposed to be implemented for 1 October 2016.

### **Monitoring and review**

The impact of the policy will be monitored and reviewed through Customer Satisfaction Surveys and Waste Composition Analysis completed every 3 years.

## **Leisure, Culture & Facilities Services**

### **- Cease providing Creative Arts Service**

**This proposal has been removed following the outcome of consultation. The information remains to demonstrate compliance with the General Equality Duty.**

The Creative Arts Team are essentially a commissioned service and have traditionally provided creative arts development for the community as groups and individuals. These commissions have reduced in size and reach in line with the reduction of available budgets for health and wellbeing activity either from Public Health or through other services such as Community Safety, Lifelong Learning, Children's services or Adult Social Care They provide a service which supports for some of or most vulnerable members of the community including Children with disabilities, adult carers, adults with learning disabilities, adults at risk of offending, adults with dementia etc More recently the team have begun to charge a management fee for their time but this income only equates to a third of the cost of the whole team. The argument for the continuation of this team and service will lay in the prevention agenda and the unmeasured value of keeping people well and preventing them from entering the health care system.

The Team are currently commissioned until the end of March 2016 to deliver commissions for Shortbreaks activity for Children with disabilities and Me Time – a commission to provide diversionary activity for Carers and their cared for people. There are discussions underway to continue these two commissioned schemes and one other from lifelong learning around training and social skills development, however the administrative/management fees for this work do not cover the cost of the staff involved.

We will need to carry out a full community impact assessment to evaluate the cost of losing this team and their capacity to support a vulnerable section of our community and support them to remain well.

It should also be noted that a reduction in the core team will reduce the capacity to attract external funding and commissions to carry out the work previously described.

A change of location for the Arts & Culture Service to the Assistant Director for Wellbeing in a recent restructure of the Senior management team may provide additional opportunities for a wider discussion as to the prevention agenda and providing services which prevent people from getting unwell on cost and value basis.

Confirmed by Psyche Hudson, Arts & Culture Services Manager, Neighbourhood & Leisure Services

**73 Reduce the number of Music Development Officer Hours**

Currently, music tutors fulfil the role of Music Development officers who are overqualified for this role. This proposal will see a more realistic meeting of roles relative to the skills and qualifications of individuals.

Confirmed by Psyche Hudson, Arts & Culture Services Manager, Neighbourhood & Leisure Services

**- Increase Music Service charges**

**This proposal has been removed following the outcome of consultation. The information remains to demonstrate compliance with the General Equality Duty.**

This is a standard increase in music service charges consistent with market costs from £8.50 to £9.00. Where affordability is a concern remission policies exist to enable pupils to access the service.

Confirmed by Psyche Hudson, Arts & Culture Services Manager, Neighbourhood & Leisure Services

**86 Increase Health & Fitness provision at Wellington Civic & Leisure Centre through an Invest to Save initiative utilising some of the space currently occupied by the Library to provide additional Health & Fitness capacity.**

This proposal is at an early stage. As the 'invest to save' case explores these potential changes, we will take into consideration the likely impact on access to service both leisure and library users ensuring full regard is paid to the General Equality Duty. For example this may include consideration of equipment to meet the specific needs of people who have a disability.

Confirmed by Stuart Davidson, Leisure Service Delivery Manager, Culture and Facilities Management

**88 Leisure Services Management Restructure -Reduced Operational Management structure and loss of dedicated Sports Development function**

The loss of dedicated sports development function reduces the availability of this function within the borough, potentially impacting the delivery of specific sports activities commissioned to support young people, people with long term health conditions and people with disabilities. However, there are a number of organisations that deliver similar functions within Telford and Wrekin including the County Sports Partnership (Energize STW), and national governing bodies for particular sports and other community partners who may be commissioned through external funding to deliver these activities.

Grant funding will be sought to deliver specific sports development functions where opportunities arise.

Confirmed by Psyche Hudson, Arts & Culture Services Manager, Leisure, Culture and Facilities Management

**90 Review existing usage of Southwater 1 building to seek additional income generating opportunities.**

The review of SW1 usage will ensure that due regard is paid to the General Equality Duty taking into consideration the current usage and prospective use.

Confirmed by Stuart Davidson, Leisure Service Delivery Manager, Culture and Facilities Management

## **Law, Democracy & People Services**

**91 Changes to People Services Structure**

This savings proposal will affect the implementation schedule for Single Status moving to completion of implementation by June 2017.

Single Status is a national agreement reached between employers and trade unions. The objective of the agreement is to remove unfairness in the pay and conditions of service for NJC employees and ensure equal pay for work of equal value and redress any gender pay gap.

The council is currently working with trade unions towards the implementation of this agreement and is evaluating all NJC jobs across the council using a new, analytical job evaluation scheme. This will ensure that the councils pay and grading structure, including terms and conditions of service, comply with equal pay legislation. When this is completed the scheme will be negotiated and agreed with trade unions and in consultation with affected employees.

Throughout the process all necessary assessments and analysis will take place to ensure the proposals meet current equality and pay legislation, including the general equality duty.

Confirmed by Anna Plummer, Project Manager, Job Evaluation Team; Law, Democracy and People Services

## **Cooperative Council & Commercial Delivery Team**

**101 Review of management of Council Community Centres - not currently possible to quantify amount of saving until review carried out**

This proposal will see a review of the 5 Council run community centres and their management arrangements. As part of the review process the implications of any changes to management arrangements or the impact of potential closure for each centre will be considered.

Confirmed by Rachael Jones, Service Delivery Manager, Community Participation Team, Co-operative Council and Commercial Delivery Team

**109 Review of corporate grants to voluntary sector. We will no longer provide annual grants of £49,490 to Fairshare and £12,690 to A4U**

There are 4 corporate grants to voluntary sector organisations administered by the Cooperative Council & Commercial Delivery Team, the annual grant for each organisation

is as follows; A4U £12,690, Telford & Wrekin CAB £232,000, FAIRshare £49,490 and Rights and Fairness Telford £17,000.

The council has provided grants to these 4 voluntary sector organisations for a number of years, the current grant agreements are due to end on 31 March 2016. The grants were originally allocated for a variety of reasons as a contribution to the running costs of these organisations. The organisations work with a wide range of residents, some of which are vulnerable members of the community. Impact analysis is being conducted as part of the review of each grant.

Confirmed by Rachael Jones, Service Delivery Manager, Community Participation Team, Co-operative Council and Commercial Delivery Team

## **Development, Business & Employment**

### **118 Reduction in provision of 16+ Transport assistance**

The Council provides transport assistance to young 16+ learners in various ways including;

- funding buses
- discounting passes
- mileage support
- taxis and mini buses where learners are unable to travel independently

The Council will introduce a more consistent transport parental contribution policy for all post 16 learners accessing transport assistance funded by Telford & Wrekin Council.

Changes may include;

- Ending assistance for those already in receipt of a mobility allowance.
- Requiring all parents to make a consistent contribution to Council funded transport provision.
- Ending discounted rates on Arriva passes for learners travelling more than three miles.

We will develop a policy that sets out the expected transport parental contribution costs. It will ensure consistent implementation of a fair set of transport options taking account of specific needs across all learners.

The expected parental contribution will be set the same as the Arriva student saver pass. Parents on low incomes and who need help with their contributions will be able to apply for a bursary from their post 16 learning provider.

For those learners who are unable to travel independently and for those whose costs are more than the expected parental contribution top up assistance will be considered but we will always explore alternative approaches where possible.

This has led to some success. For example, we have worked with colleges who are now putting on much of their own transport. As a result of this the two colleges have withdrawn their funding support of £60k to the Council for post 16 transport assistance. At the same time students get a more flexible and timely service orientated directly around their needs.

The council will consult on changes to 16+ transport assistance.

Confirmed by Sue Marston, Skills Service Delivery Manager, Skills Delivery, Lifelong Learning, Careers & Youth Employment

## **Children's Safeguarding & Specialist Services**

### **143 Review of Fostering Offer**

To further develop the fostering service by implementing a broader approach to the fostering offer to children and young people. This will include a focus on recruiting carers who can support our children who present with complex and challenging needs, sibling groups and sole placements. There will be an opportunity to review and revise our offer for care leavers. The Council will also look to increase the ratio of internal/external foster number, thereby reducing cost without impacting on quality. The saving target assumes that we will have 30 more foster placement between April 2016 and April 2019 more internally recruited foster carers to replace those procured externally.

The current pressure upon the foster care services is that there are insufficient internal foster carers to meet of specific children and young people who are taken into care. We need to increase the number of foster carers who can provide respite and short breaks care for children with disabilities, placements for large sibling groups, parenting assessment placements and teenagers to provide a few examples.

We wish to attract, train and develop carers to meet the specific care needs of these specific targeted groups of children and young people.

There will be increased opportunity for members of to community if they meet the fostering standards and regulations for recruitment to become foster carers. As a consequence the Council is supporting the community to achieve improved economic opportunities.

Children who remain in Telford and do not move away from the area will benefit from maintaining appropriate links with their wider families and friends, maintain their school placement, become involved in local recreational services and social workers are better able to support their needs than if they moved to live away from Telford because of insufficient foster carers to meet their needs.

Specific council services would be reviewed and changes made within the fostering service in specific areas to better meet their needs.

Confirmed by Angela Yapp, Service Delivery Manager, Family Placements, Children in Care, Leaving Care & Emergency Duty Team; Children's Safeguarding & Specialist Services

### **144 New Operating Model for SEND**

This saving proposal reflects efficiencies identified in the completed review of SEND provision. The review says that better outcomes for children and young people with special education needs or disabilities can be achieved through the combination of

- individual care planning – known as Education, Health and Care Plans (ECHP)
- personal budgets matched to their needs

- Locality based co-ordination

Co-ordinators will be within locality based teams and are able to develop relationships with local services and make more effective use of the teams around them. As Children and young people who use the service move to this approach their needs will be considered on a case by case basis taking account of their specific needs with a clear emphasis on self-directed support planning.

As this will deliver a streamlined and efficient service with a multi-skilled team there will be a need for less co-ordinators overall.

It will take sometime for the services to become embedded. If there are delays in this process it may lead to children and young people waiting longer for individual assessment than necessary. Throughout implementation progress will be monitored within normal management processes.

Confirmed by Jo Britton, Assistant Director Children's Safeguarding & Specialist Services

## **145 Review Current Short Breaks Offer**

Short break provision is the term used for a range of services provided for families to give carers of disabled children a break from caring and for children to take part in fun activities and have new experiences away from home.

This proposal will also see some children and young people be given personal budgets to purchase provision that suits their needs.

We currently provide, fund and subsidise a range of short breaks for children with disabilities, often booked on a 'block contract' basis. This proposal will see removal of block booking of short break provision for children with disabilities and will therefore offer a wider choice.

We will assess the needs of children and young people and some will receive a personal budget to purchase short breaks. We will then support parents and children to identify which short breaks are most appropriate and meet their needs effectively.

Whilst we will continue to provide funding for short break, we may re- consider the arrangements for financial contributions.

As the new system is introduced there may be short term impacts on some children and their parents. However, evidence suggests that greater personal choice can lead to improved outcomes for children.

A full impact analysis will be undertaken including monitoring. We will;

- Ensure that Short Breaks that are offered are appropriate and effective through ongoing consultation and continued engagement with parent/carer forum and young people.
- Monitor the impact of the introduction of direct payments, including the range and breadth of short break activities being offered.

Confirmed by Jo Britton, Assistant Director, Childrens Safeguarding and Specialist Services

## 146 Reduce number of Residential Care placements

This proposal relates to the targeted reduction of residential placements for young people, typically 11-16 years old. They are likely to have had behavioural difficulties and their parents/carers have requested for them to become accommodated in what maybe perceived by the family as a crises situation.

The proposal does not include young people where there is evidence of a child protection/safeguarding investigation.

The approach helps to meet the individual needs of the young people and effectively involve them in the in the consideration of their support and care. There has been some success by involving a child centred approach for stepping children down from residential by involving them in their referral information for placements or has proved helpful with supporting them to return to their families. It enables the children to have a voice and to see what is being recorded about them. It also enables them to record things that professionals may not necessarily think about when completing a referral but is considered important by the child/young person ie child likes have a night light on.

For example the referral process was identified as a weakness that could be improved by more effectively involving the affected young person referral more accurately reflects the needs and wishes of the child. This type of involvement advances their right to autonomy and self determination. It has also lead to the diversion from, and reductions in time spent in a residential placement.

There are currently 34 residential placements within the scope of this savings. In the last year this has been as little as 30 young people in full time residential placements. The figure is a significant reduction over previous years where placements sometime s totalled over 50 at any one time.

An Edge of Care team has been established working across the Children services to continue delivering the best sustainable outcomes for young people in a range of placements which includes residential and children at risk of becoming accommodated by the local authority for behavioural reasons. They supplement current provision to the young people/placement provider and aid other professionals in their approach through consultation, joint working and an individual approach direct to service users. This includes monitoring and evaluating progress. Move on plans/support plans are developed for stepping children down into cost effective provision if it is considered safe to do so and enabling young people to step out toward independence.

The Council has recognised that residential placements are not always the best solution because they do not often enable children and young people to reach their true potential particularly in the area of independent skills. However, It is recognised and accepted that a small number of children are best placed in residential establishments as a direct result of their individual complex needs and professional assessments will support these. By investing resources to deliver the best possible positive outcomes for the young people involved, it will reduce the number of residential placements being used, reduce the length of time that children are spent in them and ensure that a cost effective approach is used for those children who require a specialised residential setting.

Confirmed by Jacqui Davis, Edge of Care Manager; Child protection and Family Support, Children's Safeguarding & Specialist Services

#### **147 Reduce contribution to Tier 2 CAMHS service**

Telford & Wrekin Council are engaged in the development and implementation of a pan Shropshire transformation plan for children and young people with emotional health and well being needs. A new improved service is under development that will replace the current CAMHS and other LA funded emotional health and wellbeing services (CAMHS Tier 2).

Confirmed by Vivianne McKay, Service Delivery Manager, Commissioning (Vulnerable People)

### **Education & Corporate Parenting**

#### **149 Removal of vacant posts and changes to working patterns and rationalisation of funding available within Education & Corporate Parenting**

The General Equality Duty and impact on people who share protected characteristics will be considered during the restructure of Education & Corporate Parenting, coming forward in Spring/Summer 2016. The Council's employment policies, including the restructure process, have been impact assessed by Human Resources.

Confirmed by Jim Collins, Assistant Director, Education and Corporate Parenting

#### **150 Changes to Transport Policy**

The council will continue to provide all of the home to school transport which it is legally obliged to provide. This includes;

- a) those transported on grounds of the distance between their home and their designated school,
- b) those who have been assessed as not reasonably being expected to walk to school because of associated health and safety issues relating to their special educational needs or disability, and,
- c) those who cannot reasonably be expected to walk to their nearest suitable school because the route they would use has been deemed unsafe.

There is also statutory transport provision for families that are assessed as being in a low income group (where children are entitled to free school meals or their parents are in receipt of the maximum level of Working Tax Credit).

However the council is intending to consult on the transport currently made under discretionary arrangements. This includes those transported on the grounds continuity of education where a family chooses to move house during the final year of a child's education within a primary or secondary school, those who are not of statutory school age (for example nursery pupils) and those transported on the grounds of religion or belief (where they are not in a low income group as defined above).

For all categories of transport mentioned above the authority would like to work with local communities to explore how we might be able to develop the most cost effective transport solutions.

The council will consult on the transport currently made under discretionary arrangements.

Confirmed by Kathy Swallow, Service Delivery Manager, School Organisation Services

**151 Reconfiguration of Specialist Services within Children & Family Services, including a reduction in the staffing levels across the teams. By combining functions where possible to create efficiency savings**

The Special Educational Needs and Disabilities (SEND) functions currently sit within locality based teams within Children's Specialist Services. There is currently a lack of joined up approach with School Improvement.

The proposed model means that the SEND team will sit within School Improvement and will work across groups of schools. This will mean that any one school would have one SEND team to work with and so a greater consistency which can only benefit the young people. The SEND team would then work closely with the locality teams to ensure that any additional support is still appropriately accessed for the families. Additionally by moving the SEND team into school improvement, they will be able to work much more closely with the school improvement team to make sure there is a continued focus on early support for young people to meet their needs.

Whilst these proposals will have a positive impact on schools, there will be limited direct impact on parents and young people, the support they will have through the EHCP process would be largely unchanged.

Confirmed by Jim Collins, Assistant Director, Education and Corporate Parenting

**152 Increases in Income Targets within various services within Education & Corporate Parenting**

Upon closer investigation, It is clear that whilst there is potential for a reduction of services based on school purchasing pressures, it is a market driven approach. In effect as the market adjusts the service must also adapt to meet that need. Income targets can be met in several ways such as increased business or price increases. As such the proposal has little relevance to our Equality Duty as schools will be making a judgement on the services they receive.

Confirmed by Jim Collins, Assistant Director, Education and Corporate Parenting

**153 Restructure so the strategic support for Early Years within the School Improvement service to rationalise provision**

The General Equality Duty and impact on people who share protected characteristics will be considered during the restructure of Education & Corporate Parenting, coming forward in Spring/Summer 2016. The Council's employment policies, including the restructure process, have been impact assessed by Human Resources.

Confirmed by Jim Collins, Assistant Director, Education and Corporate Parenting

## Family, Cohesion & Commissioning Services

- 156 Savings arise from the introduction of a new operating model which reduces our capacity to deliver preventative services. The opportunity will also be taken to integrate children and adult preventative services. This saving will see a reduction in the number of and our input to children centre to a minimum. We will look for partners or communities to take on the running of some children centre services/activities**

We currently operate 12 children's centres across the borough. They provide a range of early childhood services to parents.

We are unable to continue to offer services to children and families 0-5 in the way it has done in the past. Due to financial constraints, we plan to reorganise the current children centre registered buildings and refocus the use of these buildings for local communities.

This proposal will reshape the way we deliver the children centre core purpose. Whilst we may no longer have as many registered children centres as we currently do, we will remain responsible for the delivery of services to children and families. We will do this by using other local community venues and services that are well placed to contribute to these activities such as, health services, schools and the voluntary and community sector.

The approach is similar to many other changes within the council, moving away from services delivered from specific sites to co-located delivery. This is when complementary services delivered by the council and partners can more efficiently and effectively be delivered side by side. This frees up our highly skilled staff to take up the role of enablers supporting community, voluntary and other groups to realise their own assets and ultimately become independently sustainable.

The proposed change will deliver a more flexible and nimble service focusing on the needs of the most vulnerable children and families.

In the long run the services will be better suited to the local needs but a significant change such as this will cause some difficulty for service users and prospective service users. To help develop these community led services and mitigate negative impact to young people and their families we will provide funding to support the establishment of community-led services specific to the needs of each local area building on their strengths.

Confirmed by Richard Smith, Assistant Director, Adult Social Services.

- 158 Closure of a number of youth clubs run by our part-time workers**

### Impact Assessment

The Council deliver's 15 sessions of open universal youth provision using part time workers across the Borough per week.

Youth services are offered to;

- Support young people's personal and social development – which includes developing important skills and qualities needed for life, learning and work.
- Make sure all young people are able to participate and achieve in education and training.

- Raise young people's aspirations, thereby reducing teenage pregnancy, substance misuse and crime.

The council must 'determine which services and facilities need public funding and which can be secured through other means so that public funding is targeted primarily on young people at risk of poor outcomes' - Statutory Guidance for Local Authorities on Services and Activities to Improve Young People's Well-being (June 2012), Department of Education.

In order to meet this aim and ensure that the best outcomes are achieved for the most vulnerable young people, the Co-operative Youth Offer has been created.

It states that youth services will be delivered in the borough on a tiered system so that a smaller more focussed team can deliver the statutory obligations of the Council.

- Tier 1 – Open Access /Universal provision provided by voluntary and community groups supported by a worker.
- Tier 2 - Focussed work with identified groups communities or individuals including personal & social development programmes and more responsive actions to address Anti Social Behaviour and other nuisance behaviour through organised detached work. This will be provided by a support worker and volunteers.
- Tier 3 – Targeted and intensive support is required and joint working agreed with young people. This also includes young people and families known to our Family Intervention team through "Strengthening Families" work.

The Council will close council run open access youth clubs and work with the voluntary and community sector to develop open access provision for young people across the Borough (Tier 1).

The development of youth activities and youth clubs requires a high level of commitment, a good supply of willing volunteers and access to resources to deliver this effectively. Whilst a difficult task, which should not be understated, it is an achievable one that will help to protect the most vulnerable young people and families in the face of considerable reductions of budget and resources for all sections of the community.

The voluntary sector will be supported by a changed offer from the council. The council will place more emphasis on its enabling role offering professional input into the creation and ongoing development of youth clubs. It is proposed that this reconfigured support would aid the growth required in the third sector.

An example of this is the development of The Hub, Newport, a venue for the provision of activities for young people of Newport and the District. It provides a youth club, family contact area, job club, family health outreach and has space for specific projects such as Nova radio. It has become a real focus in the community for young people and their families.

As well as professional worker support, the establishment of a 'Youth Trust Fund' is to be explored. The proposed fund is a small grant pot to support the development of voluntary youth club activities. This will smooth and the planned withdrawal of council services.

We will continue to support the third sector to grow, develop and sustain youth provision in communities throughout the Borough. Priority would be given to those areas where youth and community workers currently run clubs and programmes, to ensure that the third sector can maintain youth work in those areas, this will include scoping what other services

already exist, identify any duplication of provision and produce a programme of activities that are available before the planned withdrawal.

Alternatives to a reduction in this budget have been considered but our business information shows that there would be a greater impact on vulnerable individual and our statutory obligations. The balance of open access provision to specific targeted provision is for the Council to determine based on the evidence it has available.

This policy will affect;

- Young People 10 to 19yrs that access universal provision.
- Employees

Initial work around the introduction of the Youth Offer began with the Cohesion service restructure in September 2014 effectively redesigning the staff structure to support a tiered approach.

The closure of universal provision will be delivered on an ongoing and flexible basis taking into account the ability of voluntary and third sector organisations within an area to open clubs at the same time as council run clubs are closed.

Name of person completing impact assessment and their post	Jas Bedesha - Service Delivery Manager,
Telephone	01952 382101
Date started	10 <sup>th</sup> December 2015
Other officers/Stakeholders involved	Clive Jones – Assistant Director

**Impact Assessment**

Positive and negative impacts have been assessed with regard to the General Equality Duty;

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity
- foster good relations between different groups

The following protected characteristics, which include deprivation, have been identified as potentially significantly impacted by this policy.

	Impact (X)		
	Positive	Negative	None
People of different ages		X – young people	
People with ill health or people with a disability			X

People of different gender		X
People who are transgender		N/A
Different racial groups		X
People with different religion or beliefs		X
People of different sexual orientation		X
Women who are pregnant or breast-feeding		N/A
People that are married or in a civil partnership		N/A
People affected by deprivation	X –high deprivation	

## Potential impact

If closures of council run youth clubs were to take place without any mitigation there would be a negative impact on young people and people from areas of high deprivation who would not qualify for targeted support.

As part of developing this offer, it has become clear that a larger number of young people attend third sector/voluntary led provision than council managed provision. This greater engagement may well lead to a positive impact and represent increased social return on investment.

## Mitigation

Should this proposal progress, we will be concentrating our shrinking resources on the most vulnerable young people in our communities whilst ensuring we are supporting the best possible outcomes for those accessing universal services delivered by voluntary and third sector organisations.

To support our approach;

- We have used business information about usage rates and contacts to inform our decision. Appendix A is an example of our high level information.
- We have considered usage of the sites and other provision available in the area through consultation with Town & Parish council and third sector organisations operating in these areas. This helps to determine that alternative provision is suitable and feasible.
- We will actively engage with the young people affected by these proposals.
- It will be an ongoing programme as individual proposals within areas develop and they become suitable for withdrawal not an immediate withdrawal of services.
- We will support voluntary and third sector clubs to establish themselves and enable their growth with professional worker support.
- We will explore the setting up of a small grant fund targeted to improve sustainability of voluntary clubs and identify other funding sources that support the delivery.

Whilst these are specific proposals, the Council is also engaging its communities encouraging them to take up volunteering opportunities as a route to supporting others in the community and individual well-being.

## **General Equality Duty**

In relation to the aims of the General Equality Duty;

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity
- foster good relations between different groups

This proposal does not unlawfully discriminate against young people who share particular protected characteristics.

It seeks to maintain opportunities to access a varied youth service for those most vulnerable young people, including young people with a disability and young people from low income backgrounds, whilst recognising and attempting to mitigate against a potential for reduction to the overall universal offer to all young people aged 13-19 years.

The youth service will continue to offer opportunities for young people (and families) to meet and develop connections (foster good relations) with young people and families who share and do not share their protected characteristics.

## **Monitoring**

Using non-commissioned services to meet a universal offer means that measuring direct impact is problematic.

- The Youth Trust Fund provides potential to measure outcomes for those who apply and receive an award.
- There are also opportunities through the support offered to voluntary and third sector organisations to help them to establishment light touch monitoring. This will support them to access alternative sources of funding by developing evidence in support of their activities and where appropriate feed information back to the Family, Cohesion and Commissioning Service.
- Closure of council run youth clubs will be done on a progressive basis to ensure that appropriate engagement with alternative support takes place and a fuller understanding of the localised qualitative impact understood. This will be supported by our approach to Locality working.

At a high level, it is possible to measure use of services at tier 2 and 3 and how this contributes to overall improvement in educational and social outcomes. This is done through our Early Help partnership that looks at preventative services and performance.

## **Public Health, Well Being & Public Protection**

### **162 Reduce budget for smoking cessation services in line with current demand**

The budget has been reduced in line with falling public demand, which is thought to be mainly due to the increasing popularity of e-cigarettes as a method of reducing or quitting smoking. Every smoker who wants support from Telford & Wrekin Stop Smoking Services to quit will receive that support. Health equity profiling is routinely undertaken for stop smoking services, therefore it is possible to look at any changes in uptake and success of

services by age, gender, ethnic group – taking into account any socio-economic differences in service use.

Confirmed by Helen Onions, Consultant in Public Health, Public Health

**163 Further reduction in the NHS Health Check programme activity**

The proposal is to offer NHS Health Check to those most at risk rather than everyone aged 40-74 years. In future the checks will be offered to those people who are most at risk and therefore most likely to benefit from having a health check. People at low risk will be offered alternatives to a check at their GP practice, such as advice at the Healthy Lifestyles Hub at Southwater One. Health equity profiling will be undertaken for NHS Health Checks, therefore it is possible to look at any changes in uptake and success of the programme by age, gender, ethnic group – taking into account any socio-economic differences in service use.

Confirmed by Helen Onions, Consultant in Public Health, Public Health

**164 Further efficiencies within drugs and alcohol services**

The savings will be delivered through service efficiencies delivering value for money. This includes supporting more long term drug users on their recovery journey out of treatment. It is anticipated that more clients will ultimately be seen, for shorter period of time, particularly an increase in the number of people receiving treatment for dependent alcohol use which is increasing. Work is being undertaken with our GPs to better recognise, give advice and signpost to treatment services.

Confirmed by Helen Onions, Consultant in Public Health, Public Health

**165 Decommission GP STI sexual health service**

Overall the budget for main sexual health services has increased substantially. There has been a reduction in the specialist service element provided in some GP practices, this service was not equitable as has only offered in certain practices. The new sexual health service, which will operate from a new Town Centre hub clinic from April 2016 will be much more accessible than the previous service, the throughput for the service will improve and more people will be seen more quickly. There will also be spoke clinics at various locations across the borough, including in GP practices.

Confirmed by Helen Onions, Consultant in Public Health, Public Health

**166 Breastfeeding - Cease co-ordinator post within Shropshire Community Trust**

Savings are a direct result of decommissioning the coordinator post – work will continue by strengthening the role of the health visiting service to improve breastfeeding rates following the transfer of the commissioning responsibility from NHS England to the local authority in October 2015.

Confirmed by Louise Mills, Service Delivery Manager, Health Improvement, Public Health

#### **168 More efficient commissioning of Children 0-5 services**

Savings are a direct result of efficiency savings linked to the award of new contract terms and conditions following the transfer of commissioning responsibility from NHS England to the locality authority in October 2015 and ongoing work with the current provider to explore co-location of Health Visitors within the council's locality based teams.

Confirmed by Louise Mills, Service Delivery Manager, Health Improvement, Public Health

#### **172 No decommissioning of parenting project**

This is a time limited project to test out new approaches to support parents to access local parenting programmes – the learning from the project will be incorporated to enhance the quality and improve uptake of the current programme.

Confirmed by Louise Mills, Service Delivery Manager, Health Improvement, Public Health

#### **173 Delete a post within Public Protection supported by the Public Health grant**

This proposal relates to the funding for a post that has increased capacity to deliver awareness and public safety messages. It is funded through the Public Health Grant, it is a fixed term post. As the funding is coming to an end capacity to deliver these projects will be reduced.

Confirmed by Nicky Minshall, Service Delivery Manager Public Protection, Health Well-Being and Public Protection

#### **177 Reduction in operational and training budgets**

This saving is based on a combination of;

- more efficient purchase and delivery of training to meet essential Continuing Professional Development requirements of employees
- Reduction of the contingency funds associated with Trading Standards investigations

The saving is not considered significantly relevant to equality as activity will still be carried out although reduced and to not make these operational savings would reduce frontline posts.

Confirmed by Nicky Minshall, Service Delivery Manager Public Protection, Health Well-Being and Public Protection

### **Adult Social Services**

- 181 The current model of adult social care while demonstrating a level of savings by reducing demand and managing unit cost will not deliver the level of savings required. Over a 2016/17 and 2017/18 we will see a reduction in 5.350 million in the purchasing budget. The savings will be achieved by moving from the council providing a managed service, where we take responsibility for organising care provision to a direct payment and support planning model of service. The RaS will be re-calibrated to provide a personal budget for individuals to directly purchase and commission services. We anticipate clients will then make different decisions**

**regaining transport, day care domiciliary care which will have implications for existing providers, contracts, brokerage and commissioning teams. This will maximise the amount of resources available to maintain people in community settings supported by a direct payment. Targeted actions are in place in relation to discharge to assess to ensure that we maximise efficiencies through integration and the Better Care Fund. We are also building upon the Alder Advice project to continue to work with adults with a learning disability and mental health problems in high cost residential placements, to find better outcomes at reduced cost.**

The savings proposal impacts on all aspects Adult Social Services continuing the fundamental change in the way that the council delivers services to the most vulnerable in society.

Currently Adult Social Service delivers services to approx 1800 people over the age of 18. The support offered by Adult Social Services is based on the unmet social care needs of the individual. It does not include medical or accommodation costs. Services received currently range from short term rehabilitation and enablement to long term residential care.

Adult Social Services has an annual budget of £52million. This saving represents a reduction of 10%.

The changes to service made by the new model can be summarised into 3 elements;

- Demand management – the reduction of demand on a service by preventing someone reaching the point that they access the service by reducing their need from developing or directing them to other services that meet their needs.
- Cost reduction - smarter purchasing of what we need at a better price with a similar or better service. Potentially reducing capacity but at the same time better recognising and managing over capacity.
- Innovation – improving and streamlining the way services are needed, accessed and delivered.

As a council we can influence these elements but to achieve the best outcomes for our residents we are reliant on working effectively with our partners, organisations in the community and individuals who receive our services including their carers. To recognise and achieve this Council has been under-going a significant change in culture and attitude (innovation).

This has led to the development of Right Help, Right Time to Promote Independence Adult Social Services Commitment Statement.

This document outlines our approach to support people and integrates our commitment to equality, diversity and human rights.

Specifically there is a commitment to conducting equality analysis on all our policy areas.

All policies currently have an analysis associated with their decision making. However the number and range of policies is extensive and the information is not available in an easy publicly accessible way. We are currently preparing information to enable us to demonstrate this commitment on an ongoing basis.

Equalities officer to continue working with Service Delivery Manager: Service Improvement and Efficiency to deliver a visible equality assessed policy framework.

All specific elements of this proposal will be assessed with regard to the General Equality Duty within this framework.

Confirmed by Richard Smith, Assistant Director, Adult Social Services.

- 182 As we move to locality working we will see efficiencies in reducing duplication in work between council employees. The work force remodelling will require a reduction of assessment staff, the remaining workforce will be set individual targets and performance managed. A benchmark of a minimum of one assessment/review per day. Mobile working and home working will be the norm. The new workforce will see the introduction of support planners and peer brokers**

A pilot of the new Target Operating Model has been carried out in South Telford and provided not only savings but increased Staff and customer satisfaction. Focussed on early help and support within the locality community it has had significant success.

The Adult Social Service staffing structure has been restructured to support delivery of this model and a full roll out across the borough is now taking place.

Governance arrangements are in place to monitor effective delivery.

Confirmed by Richard Smith, Assistant Director, Adult Social Services.

- 183 Both T&W Clinical Commissioning Group and the Council are committed to increasing the level of support funded by Continuing Health Care (CHC). An increase of £1m is a reasonable assumption given bench marking data**

Discussions are ongoing with Telford and Wrekin Clinical Commissioning Group. The impact of the policy would be beneficial to people requiring support with long term health conditions.

Confirmed by Richard Smith, Assistant Director, Adult Social Services.

- 184 The local authority spend on adults with a learning disability is high compared to both regional and national comparators. Working with T&W Clinical Commissioning group (CCG) it is possible not only to reduce funding but also improve outcomes for people. This will be achieved by working more efficiently with health partners and adopting a support planning approach**

Along with Telford and Wrekin Clinical Commissioning Group, we are currently working with government departments to establish a fairer funding level for Telford in respect of Adult Learning Disability. If successful this saving will be achieved

If this renegotiation is not successful we may be able to use anticipated additional funding as part of the governments initiative Building the Right Support. This is a national plan to develop community services for clients with learning disability. It has the potential to make the required savings and deliver better outcomes.

In parallel to the programme above, we are also refreshing our current strategy for adult learning disability. It is anticipated that savings will arise from this review, arising from the more effective delivery of services and by promoting greater independence. A new strategy will be co-produced with service users and be subject to a comprehensive period of consultation

Further consultation required to deliver co-produced strategy with service users.

Confirmed by Clive Jones, Director of Children's and Adult Services

- 185 There are a wide range of service models in place in Telford to support people in long term accommodation, each with a different contractual arrangement in place. By introducing a personal budget for individual people accessing services such as extra care and supported housing it will be possible to make savings and also provide greater choice and control for individuals similar, to that of people living in their own accommodation**

This is the implementation of an agreed approach from the 2015/16 Budget.

The remaining Supporting People services that have not been remodelled and retendered during 2015 will now be reviewed as part of the Long Term Supported Accommodation (LTSA) project.

The LTSA project will incorporate Older Sheltered Housing, a Physical Disability Service, a number of ALD services and possibly Extracare.

The LTSA project will work towards categorising types of service received by individuals and procuring in a more joined up holistic way across Telford & Wrekin Council as opposed to purchasing a service attached to a building. The project will also support a move towards delivering a more personalised flexible service.

Confirmed by Vivianne McKay, Service Delivery Manager, Commissioning (Vulnerable People)

- **Transport Age UK - transport to Age UK Day Centres - Moving to full cost recovery basis**

**This proposal has been put on hold and removed from the list of savings pending a review to assess the scope for efficiencies/a different operating model rather than increasing charges to users.**

This proposal will ask the people who currently use Council paid for transport to Age UK day centres to decide how they are transported and to pay the full cost.

At the moment, we transport people from their homes to Age UK Day Centres. We do this in partnership with Age UK who provide the vehicles and the Council maintains and staffs them. Conversations are underway with Age UK regarding futures alternative models of transport.

As part of the proposal, we will no longer be able to maintain and staff the vehicles.

To help avoid causing a significant negative impact we will work with Age UK to see if we can find and train volunteers to provide this service. We will also be investigating whether we can ask people to pay more for their transport.

Other existing transport providers will be offered as an alternative i.e. Dial A Ride and Social Shopper.

Confirmed by Vivianne McKay, Service Delivery Manager, Commissioning (Vulnerable People)

## **186 Review of Voluntary Sector Agreements (SLAs)**

This is the implementation of an agreed approach from the 2015/16 Budget.

During 2015, commissioned services have been reviewed and impact analysis carried out and small savings were made that would not impact service provision approx £50,000.

- March 2015 - CCG also carried out reductions in grant funding March 2015 which had to be considered to stabilise the market and community provision.
- July 2015 - Community Capacity Building - It was found that services are facilitating community capacity building and promoting wellbeing & prevention e.g. peer group support, befriending, living well in the community sector.
- October 2015 - Care Act 2014- Information, Advice & Advocacy -'My Choice' was commissioned as a single point of access for carers with particular reference to older people, those with dementia, learning disabilities, stroke, sensory impairment.

The award went to the Citizens Advice Bureau who are leading the community sector consortium and working in partnership with Age UK, Taking Part, SIAS, Alzheimer's Society.

Confirmed by Vivianne McKay, Service Delivery Manager, Commissioning (Vulnerable People)

### iii) Summary of resolved proposals from previous Service and Financial Planning report

Investigations into each proposal have either resolved the initial query clarifying their relevance, or lack of relevance. Where appropriate, suitable actions have been carried out during the financial year 2015/16.

Ref No.	Service	Description of Saving	Action Required	Status Update
15/16 19	Neighbourhood & Leisure Services	Increase target for public transport service review beyond 50k already agreed in previous savings targets.	Linked to 14/15 Proposal 185  <b>Action - Equalities officer to work with Group Manager – Transport, Strategy &amp; Road Safety to develop detailed impact analysis on each change as they are developed.</b>	<b>Resolved</b>  There has been significant consultation in relation to the Bus Subsidy Policy and redistribution of subsidy based on community need. A report will come forward before the end of the financial year detailing outcomes.  Impact analysis will be integrated into any future changes.
15/16 40	Education and Corporate Parenting	Schools to pay directly for their own swimming provision from September 2015 rather than via joint use contributions, which are currently partly funded by the LA.	The rationalisation of school swimming costs will need to be debated with Schools forum and the funding formula amended to put the money into school funds. Due to the timing of the Schools Budget setting exercise this will not now take effect until 2016. It is proposed that a steering group involving schools, LA officers and the ASA be set up to manage how this change in funding can be incorporated.  <b>Action - Equality principles to be integrated into project plan and delivery.</b>	<b>Resolved</b>  Partially delivered proposal.  <b>Confirmed by Jim Collins, Assistant Director, Education and Corporate Parenting</b>

<b>Ref No.</b>	<b>Service</b>	<b>Description of Saving</b>	<b>Action Required</b>	<b>Status Update</b>
15/16 59	Adult Social Services	Voluntary Sector contract review.	Detailed impact analysis required. Identified by Service.  <b>Action- Equalities Officer to link with Service Delivery Manager: Commissioning (Children &amp; Families and Transport).</b>	<b>Resolved</b>  Statement received detailed in Section iv).
15/16 60	Adult Social Services	Separation of support planning from Assessment & Case Management.	Detailed impact analysis required. Identified by Service.  Equality principles to be integrated to proposal delivery.	<b>Resolved</b>  The prototype was used to re-design and restructure Adult Social Services. A new target operating model is based on locality working and includes the separation of assessment and support planning.  <ul style="list-style-type: none"> <li>• Initial Impact Assessment completed attached Section iv)</li> <li>• Evaluation report is coming forward with recommendations for improved access and fairer use of resources based on more fully integrated practice.</li> </ul>
15/16 61	Adult Social Services	Improved procurement of Supporting People Services.	Detailed impact analysis required. Identified by Service.  <b>Action- Equalities Officer to link with Service Delivery Manager: Commissioning (Children &amp; Families and Transport).</b>	<b>Resolved</b>  Statement received detailed in Section iv).

Ref No.	Service	Description of Saving	Action Required	Status Update
14/15 234	Safeguarding	Partnership approach to delivery of EDT (20%).	Assistant Director: Children's Safeguarding to be updated in July 2015.	<p><b>Resolved</b></p> <p>Assistant Director: Children's Safeguarding updated in March, as requested, in relation to current equality practice.</p> <p>Proposal not implemented.</p>
14/15 178	Care & Support	Reduction to the cost of packages where Homecare is being supported financially and the cost is above the average residential weekly cost.	Resource Allocation System Impact Analysis is awaiting confirmation.	<p><b>Resolved</b></p> <p><b>This proposal will be addressed within the action for Savings Proposal 188 (2016/17)</b></p> <p>Individual needs assessment and duty related to unmet social care need.</p> <p>Personalised budget management and sign-posting services provide a choice alternative.</p> <p>Resource Allocation System Impact Analysis to be agreed.</p>

#### **iv) Previous Service and Financial Planning equality considerations - detailed responses**

This section contains relevant detailed information about the resolutions identified in section iii) including statements and impact analysis.

##### **Saving Proposal 59 (15/16) - Voluntary Sector contract review**

During 2015, commissioned services have been reviewed and impact analysis carried out and small savings were made that would not impact service provision approx £50,000.

- March 2015 - CCG also carried out reductions in grant funding March 2015 which had to be considered to stabilise the market and community provision.
- July 2015 - Community Capacity Building - It was found that services are facilitating community capacity building and promoting wellbeing & prevention e.g. peer group support, befriending, living well in the community sector.

Any further reductions in this service area could impact negatively on the community. Family, Cohesion & Commissioning is leading this discussion with Adult Social Care & Public Health & the CCG.

- October 2015 - Care Act 2014- Information, Advice & Advocacy -'My Choice' was commissioned as a single point of access for carers with particular reference to older people, those with dementia, learning disabilities, stroke, sensory impairment.

The award went to the Citizens Advice Bureau who are leading the community sector consortium and working in partnership with Age UK, Taking Part, SIAS, Alzheimer's Society.

Confirmed by Laura Thorogood - Team Leader, Vulnerable People Commissioning Team

##### **Savings Proposal 61 (15/16) - Improved procurement of Supporting People Services**

Short Term Supported Accommodation services were remodelled and tendered. Tendered service commenced 1<sup>st</sup> October 2015, resulted in an increased availability of accommodation, more efficiently delivered support hours and savings of £215k pa.

The remaining Supporting People services that have not been remodelled and retendered will now be reviewed as part of the Long Term Supported Accommodation (LTSA) project.

The LTSA project will incorporate Older Sheltered Housing, a Physical Disability Service, a number of ALD services and possibly Extracare.

The LTSA project will work towards categorising types of service received by individuals and procuring in a more joined up holistic way across Telford & Wrekin Council as opposed to purchasing a service attached to a building. The project will also support a move towards delivering a more personalised flexible service.

Confirmed by Joanne Cornwell - Commissioning Specialist, Vulnerable People Commissioning Team

## **Savings Proposal 60 (15/16) - Separation of support planning from Assessment & Case Management**

### **Adult Social Services Locality Working Prototype, incorporating My Support Broker and Team around the GP model**

#### **Impact analysis**

##### **Purpose and function**

This model will enable Adult Social Services to continue to work in a person centred approach but also build upon individual strengths (assets) and community support available to people.

In order to test the 'market' and to inform Adult Social Services target operating model and restructure the Team around the GP project will be building a multi-disciplinary team of professionals.

This team will be based at Stirchley Medical Practice, which serves the South of Telford. The rationale for this location is that it is a self-contained area with proactive GP members and has well established community involvement organisations.

This project will also include My Support Broker service (MSB). This will enable the assessment team to have time to develop systems and process working alongside communities and individuals to reduce the need for acute services. MSB has been commissioned for six months to provide independent support brokerage services.

##### **Scope**

- The prototype model will be managed by the SDM for Service Improvement and Efficiency.(Clare Hall-Salter)
- The team will be integrated into other health and community groups in the geographical area
- The team will work with new and existing customers alongside partners to prevent and delay people entering the health and social care systems
- The team will provide access to low-level preventative support and services.
- The Professional team will include: social worker, social care officer, assistive technology resource, information and advice resource, rapid access to enablement services and other professional that are appropriate
- The My Support Broker will form part of the Team around the GP and will be co-ordinated by the project manager (Deb Derham)
- To test a model of support planning and brokerage that is person centred, creative and cost effective
- To develop effective, creative and personalised support planning to meet the aspirations and goals of customers and train internal staff
- Using an asset based approach to support planning and promote choice and control
- To develop the provider market in particular to micro markets and social enterprises and the voluntary and community sector
- To up skill workforce and reduce spend on high cost packages of care

Who does this affect			
Workforce / Employees	•	Service Delivery / Communities	•

Author(s)
Renu Purvis - Team Leader Projects & Policies, Service Improvement & Efficiency, Adult Social Services
Date completed:
16th February 2015
Sign off (line manager) and date
Clare Hall-Salter - Service Delivery Manager, Service Improvement & Efficiency, Date: 05-03-15

The general equality duty states that we must have due regard to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity
- Foster good relations between different groups

Complete the table below, assessing the impact of your policy on people with protected characteristics, including employees and customers. You should also consider the elements of the above general duty.

Protected Characteristic	Positive impact		Negative impact			Reasons/evidence
	Yes	No	High	Low	No	
Age	•				•	All clients referred to the service will be Adults from age 18 plus
Disability	•				•	All clients referred will not be refused due to disability
Gender (Sex)	•				•	There is no negative impacts.
Gender reassignment		•				N/A
Marriage/civil partnership		•				N/A
Pregnancy/maternity		•				N/A
Race	•				•	There is no negative impacts.

Religion/belief	•				•	There is no negative impacts.
Sexual Orientation	•				•	There is no negative impacts.
Deprivation (inc rural/urban)	•				•	There is no negative impacts.

# High – there is significant evidence of adverse impact or potential for adverse impact. The policy etc has consequences for or affects significant numbers of people and/or has the potential to make a significant contribution to advancing equality.

# Low – there is anecdotal or little evidence to suggest adverse impact. The policy etc operates mainly within a small unit and affects few people.

### Am I required to carry out a Community Impact Assessment?

If you have ticked negative impact as High, then a Community Impact Assessment will need to be completed, available on the intranet.

If a Community Impact is not required, you are required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts. Please provide details of how you will monitor evaluate or review your proposals and when the review will take place in the box below.

#### Monitor and review

##### How will you monitor/review proposals?

This is a six-month project to test out the Locality Working principles and the separation of assessment and support planning. The review and monitoring will be retrieve from performance data on both CareFirst and the MSB platform through reporting tools to measure the outcomes including:

- Reduced dependency on existing services such as domiciliary and residential and nursing care
- Integration with health colleagues when and where it makes sense
- Greater use of preventative services
- Improved customer satisfaction across a diverse client base
- Development of local information and advice services
- Cost analysis

##### When will the review take place?

The project will be reviewed at the end of the six-month period. Performance will be reviewed monthly.

During the project data will also be used to ensure that we meet the targets of the project by:

- Receiving at least 10 referrals per week, this may be new referrals or reviews of current clients in receipt of services.