

## **Draft Equalities Impact Assessment (EIA) 2023/24**

### **Social Care Savings Proposals**

#### **Review care costs with NHS as people with very high needs are discharged from hospital – savings proposal of £0.150m**

This proposal should have a positive impact on groups that share protected characteristics as ensuring that the discharge of patients to the community, where appropriate, is assisting with a person's independent living. Adult Social Care will negotiate and enter disputes within existing escalation governance Adult Social Care is not bearing NHS costs and operating 'ultra vires'.

#### **Model to further support independent living - savings proposal of £0.250m**

It is believed that this proposal has a positive impact on groups that share protected characteristics as the service re-design to promote independent living through implementing therapeutic and strength-based intervention when assessing, care planning and promoting direct payments. This will primarily operate at the 'front door' of Adult Social Care and will be championed by the outstanding Reablement Team

#### **Further increased take-up of Direct Payments for choice and control for residents and increasing wellbeing – savings proposal of £0.200m**

It is believed that this proposal has a **positive** impact on groups that share protected characteristics as Direct Payments (DPs) are key enablers for Independent Living giving people choice and control over how they meet their assessed needs. The approach to DPs in H&F has been co-produced with residents in line with recommendations of the Disabled People's Commission (2017) and an independent review of DPs in H&F (2018).

#### **Joint commissioning steering group with Economy department on implementing the Disabled People's Housing Strategy and reducing voids. This will be done through reviewing the Extra Care available for residents, ensuring new builds are co-produced with disabled residents and make good Housing Voids – savings proposal of £0.200m**

This proposal should have a positive impact on groups that share protected characteristics as a commissioning group has been established to focus on residents with Learning Disabilities, Mental Health issues, those transitioning from Children's Services to Adult Services and those with Autism. This group is aligned to the H&F Health and Care Partnership Campaign on Mental Health and associated Council governance (Children's Board and SEND Delivery Group) to avoid duplication and maximise pace.

The work of the Housing and Independent Living Workstream is not only focused on expanding our local offer of supported housing but also exploring how we can utilise voids, bring existing buildings back into use, maximise section 106 arrangements, explore Shared Lives and ensure that commissioning and procurement negotiations support all residents into independence within our borough.

**Maximising adaptations in people's homes through use of Disabled Facilities Grant. This increases a person's independence and reduces the need for longer-term care, as appropriate – savings proposal of £0.050m.**

It is believed that this proposal has a positive impact on groups that share protected characteristics as it will enable residents to be independent through the provision of adaptations in the home and manages safety in carry out activities of daily living.

**Reviews of care support for people with a Sensory Disability encouraging the use of equipment, as appropriate, to increase a person's independence – savings proposal of £0.050m**

This proposal should have a positive impact on groups that share protected characteristics by engaging community stakeholders to better support residents with sensory needs as part of integrated working. This will be through community equipment or accessing services and support which mitigate against an over-reliance on traditional models of 'care', promote independence and give residents choice and control over their lives.

**Improved support and information for residents and make better use of digital technologies (such as care cubed, use of resident portal, timely return of equipment) and review of Joint Equipment low item ordering – savings proposal of £0.500m**

It is believed that this proposal has a positive impact on groups that share protected characteristics by adopting the processes and introducing new digital capabilities to deliver a new, modern digitally capable adult social care system. This will further promote independence and give people greater control over their lives. This will enable service enhancements, cost reduction and improved demand management by:

- Establishing cross-cutting digital solutions for staff, residents and partners aligning to innovation across Health and Social Care
- Implement technical solutions identified and co-designed with services and residents which support the realisation of benefits for whole-system change
- Build on and maximise innovation of local, regional and national partners and trailblaze innovation at a local level
- Exploiting opportunities to join-up data, scale solutions and improve sustainability of services. This will be enabled by developing a number of the

capabilities and dimensions of a digital Council; online/web, automation/Artificial Intelligence/Robotics including Care-bots, information and insights from data and analytics, tech/app enabled new business, tech-enabled services for residents, social media platforms and content

- Workforce development framework to support new ways of working and training for competent and confident social care workforce
- Digital access and training programmes available for residents including digital hubs supporting community access and innovation.

### **Smarter procurement for better outcomes for carers and review of supporting people services – savings proposal of £0.070m**

It is believed that this proposal has a neutral impact on groups that share protected characteristics for the following reasons:

Working with corporate procurement colleagues and incorporating core values around climate change.

Co-producing the design of all new services, including the Carers Strategy, informed by the Survey of Adult Carers in England (SACE).

### **Social Care Investment Proposals**

Throughout the 2023/24 MTFs process, the department has presented evidence-based Adults Social Care (ASC) demand and demographic pressures of £4.1m. This proposed funding will have a positive impact for residents requiring assessed needs with physical support, learning disability and mental health needs and their carers as there is additional funding to meet the new care needs.

### **Demographic growth – investment proposal of £1.397m**

The Social Care budget is under severe pressure due to greater demand with a 40% increase in support at home, greater acuity of need, an ageing population and increasingly complex needs resulting from specialist services.

As residents age their needs become more complex or their informal care arrangements often break down, as unpaid carers can no longer support their relatives and friends.

These demographic pressures need to be factored into ASC service plans, as they represent a clear cost pressure that will impact on services. Whilst the numbers receiving support from Council may not increase significantly, the cost of care packages will increase reflecting more complex needs, including supporting individual in their own homes. For Hammersmith & Fulham demographic pressures relating to the increased numbers of older and disabled residents requiring social care is forecast to be an average increase of 2.07% over the period 2023 to 2027 and equates in monetary terms to a cumulative total of £5.9m.

## **Hospital discharge & Learning Disability (LD) Transitions – investment proposal of £2.705m**

Following Covid, the Government decided that any patients discharged from hospital whose discharge support package has been paid for by the NHS will need to be assessed and moved to core NHS, ASC or self-funding arrangements. Therefore, ASC has seen and will continue to see a high number of residents that are discharges made from hospital into health settings and be reassessed into the social care market. Currently, there are 73 of these new placements. Numbers are likely to continue to increase, which will add to the budget pressures in ASC.

The financial consequences are likely to be more significant in 2023/24 estimated at £2.549m as we will have the full year cost of residents that are assessed and transferred to LBHF. Growth received for 2022/23 to cover the hospital discharge additional costs was one off only, but this was not enough to cover cost pressures, as Covid lasted much longer than anyone first thought it would.

Additional funding is required for the LD budget to fund the increasing number of children with special educational needs and disabilities (SEND) transitioning into ASC and particularly those with more complex needs. Children with SEND transfer to ASC without any budget provision, so they create a cost pressure on an already overspending budget.

There are several factors causing cost pressures in LD, which include:

- Increasing volume of children with SEND transitioning into adult services, reflecting the fact that more children with complex disabilities live to become adults,
- Increasing acuity of need,
- People with LD now have a life expectancy which is not particularly shorter than the general population,
- As people with LD age, so does the age of their parents, who may no longer be able to provide the care and support they used to, which results in increased demand for support from ASC,
- Increasing numbers of care packages/direct payments against LD budget for those not meeting eligibility for LD, but who have assessed needs under the Care Act 2014, we have a growth in the number of young people with a diagnosis of autism.

For 2023/24 the estimated pressure is £0.156m for new LD residents to be assessed for social care.

## **Public Health Savings Proposals**

**Savings from year 2 through procurement of new 0-19 Public Health visiting and school nursing contract. Service quality has remained the same with savings achieved through improved service through procurement and contract monitoring – saving proposal of £0.060m**

It is believed that this proposal has a positive on groups that share protected characteristics for the following reasons:

The reduction in contract value has not resulted in a reduction in the service offer and all services offered previously have been continued in the new contract.

The new contract offers areas of enhanced delivery such as the Maternal Early Childhood Sustained Home- visiting (MECSH) programme. MECSH operates under a license agreement and provides prevention and early intervention for vulnerable families and their children. MESCH offers a structured program of sustained nurse home visiting for families at risk of poorer maternal and child health and development outcomes of families with children aged 0-2. It is offered as part of the integrated 0-5 health visiting offer.

**Re-tendering of Substance Misuse and Drugs contracts with efficiencies in commissioning and contracting with a plan to reduce overheads and to modernise in line with clinical standards – savings proposal of £0.050m**

It is believed that this proposal has a neutral impact on groups that share protected characteristics for the following reasons:

- Savings are being made through efficiencies in the number of contracts rather than reductions in front line services.
- A service specification has been produced that maintains and enhances the current levels of outcomes and KPIs and those with protected characteristics will not be affected.

**Review of community champion contracts and redesign into an outreach model – savings proposal of £0.050m**

It is believed that this proposal has a positive impact on groups that share protected characteristics for the following reasons:

The savings will not create a reduction in service delivery. The community champions seven services will end in March 23. However, the services are also being reviewed and subsequent redesign of the programme will ensure that there is an up-to-date model that is fit for purpose. No protective characteristics will be affected, and the model of delivery will continue to focus on the improved health and wellbeing of all residents.

**Adult Weight Management- Targeted Operating Model working to improve the leisure offer for residents and linking with the Council's food strategy – savings proposal of £0.040m**

It is believed that this proposal has a positive impact on groups that share protected characteristics for the following reasons:

The new targeting operating model will improve the current offer available to residents (a tier 2 adult weight management programme) through joint work with sports and leisure ensuring that pathways and existing partnerships that support adult weight management such as physical activity and healthy eating are rolled into one programme of activity. The new offer will be more inclusive for residents who do not want to take up the offer of a structured 12-week tier 2 weight management programme whilst still offering tier 2 for those who choose to engage in structured support.

### **Public Health reinvestment - proposals**

**Reinvestment into Long-Acting Reversible Contraception (LARC). Current tariff is making it unsustainable for GPs to carry out this essential work, creating a postcode lottery for women in the borough. Need for higher tariff and investment in ongoing training and accreditation - £0.050m**

It is believed that this proposal has a positive impact on groups that share protected characteristics for the following reasons:

Increasing the tariff on LARC in line with the increases in delivery across the borough will have a positive impact on women's' health and access to contraception. This supports public health outcomes around reducing unwanted pregnancies and abortions.

### **Children's Services Savings Proposals**

**Early Intervention Services Review - A single commissioning process to ensure families receive the right service at the right time; to intervene early and prevent escalation - £0.700m**

It is believed that this proposal has a positive impact on groups that share protected characteristics for the following reasons:

- This procurement embeds the principle of the Early Intervention strategy to ensure every child, young person and family is happy, healthy and can thrive, supported by an effective community network.
- The approach adopts inclusion in its widest sense, including children and young people with SEND.
- The procurement aims to support families from pre-birth through the Child and Family support contract. There is also an expectation within the contract to support integration with health services including pre-natal support.

The procurement aims to address disproportionality and for services to be fully inclusive. Services commit to value and demonstrate respect for diversity, and to reach into communities to deliver support in the right way for all families to encourage greater engagement.

## **Children's Services Investment Proposals**

### **Investment in Disabled Children's care packages - £0.350m**

A neutral equalities impact is expected as proposed budget growth ensures budget to meet assessed need and does not represent any change in service offered to young people.

### **Investment in SEND quality assurance, data infrastructure, Education and Health Care Assessment functions and school improvement - £0.250m**

It is believed that this proposal has a positive impact on groups that share protected characteristics for the following reasons:

The proposal will enable better analysis of data in relation to SEND including the associated quality assurance monitoring of services and provision to ensure the continued delivery of high-quality services to children and young people with SEND, including those that share protected characteristics.

The proposal will improve the layers of support that we can provide within the education service and will benefit all children and young people with SEND, including those that share protected characteristics.

The proposal will improve access to services by strengthening the coordination of referrals and information that is available to parents/carers and education, health and social care partners across the local area in regard to what is expected to be ordinarily available.

### **Care leavers Hub - £0.077m**

The hub will act as a space where our care experienced young people can seek advice, support and guidance and be somewhere where they choose to spend time. It is believed that this proposal has a neutral impact on groups that share protected characteristics for the following reasons:

It is anticipated that there would be no impact in relation to the protected characteristics as the services will remain in place and under management by the Children's Social Work department.

Social workers will operate within the service and facilitate actions to support hard to reach groups.

### **Family Hubs - £0.060m**

Investment in Family Hubs to make it simpler for families to access a wide range of council services. It is believed that this proposal has a positive impact on groups that share protected characteristics for the following reasons:

Family Hubs are an integrated service model. Beyond being just a physical space, Family Hubs refer to a way of working which centres around service integration and inclusion in its widest sense. The aim is to support all children and young people from pre-birth to adulthood, and their families, through earlier intervention. Family Hubs act as a single point of access to help families navigate and receive the support they need when they need it, which may be wider than their initially presenting need.

### **Twinned municipalities - £0.060m**

Investment to act with our twinned municipalities to enrich and improve the lives of our residents by: Developing programmes for children and young people to share in sport competitions and artistic and cultural projects, and cooperating around youth mayors, youth parliaments and other democratic initiatives.

It is believed that this proposal has a positive impact on groups that share protected characteristics. By developing programmes for children and young people to share in sport competitions and artistic and cultural projects, and cooperating around youth mayors, youth parliaments and other democratic initiatives.

### **Investment into tackling education inequalities and digital exclusion in partnership with schools - £0.050m**

It is believed that this proposal has a positive impact on groups that share protected characteristics by supporting our schools to reduce education inequality which arose during the pandemic to narrow and erase the gap through a range of interventions, including additional tutoring and digital learning programmes as well as the coproduction and delivery of a Digital Inclusion Strategy with schools that will increase accessibility for those most impacted.

### **Investment with respect to supporting young people with food - £1.750m**

The proposals focus on £1.200m of investment will ensure work can continue to feed children who need support outside of school term time, making sure they get two good, nutritious meals a day. Further investment of £0.550m in the free breakfast offer in primary Schools and free lunch offer in schools where this currently operates.

It is believed that this proposal has a neutral impact on groups that share protected characteristics as it represents a continuation of the offer provided over recent years.

### **Corporate savings proposals**

#### **Civic Services - £0.020m**

The proposal focuses on realigning services to provide greater efficiencies and support for member responsibilities. It is believed that this proposal has a neutral impact.



## **Corporate Investment Proposals**

### **Audit Fees - £0.300m**

The proposal focuses on realigning budgets to match expected increases in audit fees as advised by the Public Sector Audit Appointments body. An increase on 2022/23 fees of 150% predicted. It is believed that this proposal has a neutral impact.

### **Digital advertising income - £0.205m**

The proposal focuses on realigning income targets to match current income levels. It is believed that this proposal has a neutral impact

### **Increased fraud capacity - £0.080m**

The proposal will increase counter-fraud resources and bring together data from across London to prevent and detect fraud within the capital. The NFI Fraud Hub will identify fraud by comparing datasets. This protects public funds and public services. Investment in counter-fraud resources will tackle tenancy fraud by recovering a greater number of misused affordable housing units and taking a tougher stance on crime.

It is believed the proposal will have a positive impact as taking council properties back from fraudsters has a positive effect on everyone in the community including those groups who share protected characteristics.

### **Democratic and Governance costs - £0.106m**

The proposal will provide investment in corporate and democratic core services to support governance. It is believed that this proposal has a neutral impact.

## **Economy savings proposals**

There are no material savings proposals to report.

## **Economy Investment proposals**

### **Temporary Accommodation - £0.939m**

This growth bid relates to establishing funding for additional client numbers in temporary accommodation. An increase in homeless presentations combined with a reduction in supply of rehousing solutions is resulting in a greater volume of clients for the council.

It is believed that this proposal has a positive impact because people with protected characteristics are more likely to experience homelessness than the general

population. Therefore, the additional funding provided will enable the provision of an interim housing solution on their pathway to a secure, permanent home.

### **Industrial Strategy Delivery - £0.125m**

This growth bid relates to provision of specialist and sectorial expertise to support development of the strategy, content, design, marketing, engagement. Work to deliver the wider industrial strategy for the borough which would include consultation and third-party specialist research and reporting.

It is believed that this proposal has a neutral impact on those with protected characteristics as this proposal relates to supporting the development of the Industrial Strategy, content, design, marketing, engagement. Analysis of the proposed activities in relation to the industrial strategy delivery, have not raised any potential for impacts on individuals or groups with protected characteristics, and an ambition of our Industrial Strategy refresh will be to strengthen our approach to inclusive growth including access to employment and higher value employment.

### **H&F Promotion & Economic Internationalisation - £0.040**

This growth bid is focused on promoting the H&F internationally, which includes the development of a strategy, content, design, marketing and engagement. This would involve promoting the borough as a global node of innovation, a place where international companies should locate and invest, especially in knowledge-based sectors.

It is understood that these proposals will have a neutral impact on those with protected characteristics as its focused on promoting the H&F internationally, which includes the development of a strategy, content, design, marketing and engagement. Analysis of the activities relating to the promotion and economic internalisation have not raised any potential for impacts on individuals or groups with protected characteristics.

### **High Streets Strategies & Management Plans - £0.095m**

This growth bid relates to supporting a plan for the changing role and vitality of town centres and includes recruitment of staff to support secondary high streets. Activities to enhance the borough's high streets and revitalise their offer to protect the role of the high street.

This proposal is envisaged to have a neutral impact on those with protected characteristics as it relates to the long-term sustainability of the H&F's high streets. This includes promotion, engagement, and marketing, which will help further the economic growth of the area. Analysis of the proposed activities involving the

improvement to the borough's high streets, have not raised any potential for impacts on individuals or groups with protected characteristics.

### **Property Transformation Team - £0.151m**

This growth bid relates to establishing a team to deliver additional income streams from commercial, corporate and community assets.

This proposal is expected to have a neutral impact on those with protected characteristics as this growth bid relates to providing staffing resource to deliver additional income streams from commercial, corporate and community assets. The Property Transformation team is driving social, environmental and financial benefits. Social benefits will deliver enhanced benefit for equalities. An example would be delivering in borough accommodation for care leavers, improving young people's outcomes whilst reducing the cost of their placements.

### **Decarbonisation Programme Team - £0.161m**

This growth bid relates to establishing a team that will support the delivery of the Council's decarbonisation plans for corporate buildings.

This proposal will have a neutral impact on those with protected characteristics as this growth bid relates to establishing a team that will support the delivery of the Council's decarbonisation plans for corporate buildings. Decarbonisation will reduce the running costs of properties operated in the interests of vulnerable residents, thereby having a positive (albeit indirect) benefit for equalities.

### **Environment Savings**

#### **Improved resident experience and access through increased use of technology - £0.237m**

This saving is an incremental uplift of savings proposed as part of the 2022/23 budget setting process. The Resident Experience and Access Programme will transform the way residents interact with the council by centralising customer contact and maximising our use of technology. It will ensure all services are fully accessible via digital channels and introduce efficient processes that standardise the resident's journey. This means greater efficiency and financial savings are possible. The budgetary savings for 2023/24 are to be delivered from a continuation of Tranche 1a of the programme, which focusses on transforming the resident experience in the following services: Council Tax, Housing Benefits, Accessible Transport and the Council Contact Centre.

It is believed that this proposal has a neutral impact on groups that share protected characteristics as all service users will have equitable and improved access and ability to interact with Council services through a variety of channels, including by

phone, online and face to face. To ensure that sections of the population are not digitally excluded, the Council will deploy an 'Assisted Digital' service to support residents with specific support or access requirements and those who are unable to access online services. Support will be provided to residents to access our services digitally when they interact with us on the telephone or face-to-face through either remote assistance (over the telephone) or 'floor walkers' in face-to-face access locations. The Council will adopt a digital inclusion strategy which will underpin our approach to Assisted Digital. The strategy will seek to support Residents to develop digital skills so they can take advantage of digital technology in all aspects of their lives, whether managing their household finances, doing online shopping, or staying in touch with family and friends. Although we are committed to high levels of digital accessibility, the Council will maintain the option of face-to-face contact with qualified and capable staff in suitable offices and/or libraries. Additionally, services are being co-designed with input from service users across all protected characteristics, evidencing the Council's commitment to "doing things with residents, not to them." Finally, it is expected that this service transformation will provide for an improved experience for all service users.

### **Reduce waste disposal tonnages - £0.150m**

This budgetary saving is to be delivered through a sustained reduction in waste disposal tonnages, for both general waste and recycling. It is believed that this proposal has a neutral impact on groups that share protected characteristics, as the Council collects waste and recycling from every household in the borough.

### **Review non-resident fees and charges - £0.133m**

This budgetary saving is to be delivered through a review of commercial income across the Environment department (looking at fees and charges). It is believed that this proposal has a neutral impact on groups that share protected characteristics. Across the Environment department, fees and charges are applied equitably to service users, with the exception of charitable/community discounts in some areas (e.g. in Commercial Waste and Events).

## **Environment Investment.**

### **New waste and street cleansing contract - £1.700m**

The Council is entering a new waste and street cleansing contract following expiration of the existing contract. This requires additional investment of £1.7m. Service costs have increased due to a number of factors, including inflationary pressures on all operational costs, extra resource requirements from additional services (e.g. food waste collections) and growth in the number of properties in the borough (meaning increased waste collection requirements).

It is believed that this proposal has a neutral impact on groups that share protected characteristics as the Council's waste and street cleansing contract ensures the borough is kept clean and tidy and provides benefit to all residents, businesses and visitors.

## **Summary on impact on the budget**

### Social Care

The 2023/24 proposals are detailed in this report. The proposals generally centre around promoting independence and early intervention. These will be achieved without any anticipated adverse impact on people who use the services. All the proposals therefore will have a neutral and/or positive equalities impact.

### Children's Services

The savings proposals for these vital services to vulnerable children and young people will be delivered through promoting greater independence, more access to support within the community and increasing the number of in-borough placements. Together with a bigger emphasis on recoupment of unused direct payment balances, these proposals will realise cost savings whilst ensuring a positive impact on groups that share protected characteristics.

The requests for growth funding are primarily to protect the borough's free school meals and to align budgets with the demand led growth in numbers that services are experiencing. These proposals will ensure that we continue to achieve a positive impact for these children and young people.

### Economy

The majority of the investment proposals from this department are associated with the increase in temporary accommodation client numbers and the realignment of budgets to support decarbonisation and property accommodation teams. These proposals are expected to result in a positive equalities impact.

The savings proposals relate to the use of external funding to offset staffing costs. These proposals are expected to result in a neutral equalities impact.

### Environment

Savings will be realised through increased use of technology, reduced waste disposal volumes and a review of commercial charges. Investment in services centres around enhanced waste management and street cleansing. These proposals are expected to result in a neutral equalities impact.

### Corporate

The majority of savings from this department relate to reviewing the operating model for providing support for member responsibilities. As such there are no adverse

equality implications for any, residents and employees who share protected characteristics. Where proposals affect staff, more detailed equality impact assessment will follow in line with the Human Resources policies and procedures. The majority of investment proposals are associated with expected increases in audit fees as advised by the Public Sector Audit Appointments body, investment in corporate and democratic core services to support governance and realignment of digital advertising income targets following the Covid-19 pandemic. These proposals are expected to result in a neutral equalities impact.

## **Conclusion**

*Overall, these collective budget proposals are likely to result in either a neutral or positive impact on groups that share protected characteristics, under the Equality Act 2010.*

*Where Council departments have outlined efficiencies around staffing, residents will not experience any decline in services. Efficiencies are anticipated to be realised through 'natural wastage' and the reduction in agency staff, avoiding compulsory redundancies. For any proposed restructure, an Equality Impact Assessment will be undertaken as part of the reorganisation process.*

*As proposals are developed further, the assessment will be built upon and the impact will be assessed further. Mitigating actions will be identified and implemented to prevent negative impacts on groups that share protected characteristics.*