

The 'Better Decision Making' tool has been designed to help you consider the impact of your proposal on the health and wellbeing of communities, the environment, and local economy. It draws upon the priorities set out in our Council Plan and will help us to provide inclusive and discrimination-free services by considering the equalities and human rights implications of the decisions we make. The purpose of this tool is to avoid decisions being made in isolation, and to encourage evidence-based decision making that carefully balances social, economic and environmental factors, helping us to become a more responsive and resilient organisation.

The Better Decision Making tool should be used when proposing new projects, services, policies or strategies, or significant amendments to them. The tool should be completed at the earliest opportunity, ideally when you are just beginning to develop a proposal. However, it can be completed at any stage of the decision-making process. If the tool is completed just prior to the Executive, it can still help to guide future courses of action as the proposal is implemented.

The Better Decision Making tool must be attached as an annex to Executive reports. A brief summary of your findings should be reported in the One Planet Council / Equalities section of the report itself.

Guidance to help you complete the assessment can be obtained by hovering over the relevant question.

Please complete all fields. If you wish to enter multiple paragraphs in any of the boxes, hold down 'Alt' before hitting 'Enter'.

Introduction

Service submitting the proposal:	Corporate Finance
Name of person completing the assessment:	Sarah Kirby/ Janie Berry
Job title:	Principal Accountant/ Director of Governance and Monitoring Officer
Directorate:	Customer and Corporate Services
Date Completed:	01/12/20
Date Approved (form to be checked by head of service):	

Section 1: What is the proposal?

1.1	Name of the service, project, programme, policy or strategy being assessed? Financial Strategy 2021/22 to 2025/26
1.2	What are the main aims of the proposal? The Strategy sets out the revenue and capital expenditure plans for the period 2021/22 to 2025/26. The revenue budget includes proposals for 2021/22 and sets out savings/ efficiencies of £7.9m in order to set a legally balanced budget.
1.3	What are the key outcomes? 1. Confirm the council tax increase for 2021/22 2. Identify revenue savings for 2021/22 3. Ensure a financially prudent budget is set, addressing known pressures, including pay awards and inflationary pressures 4. confirm changes (increase/decrease) to fees and charges 5. Confirm the HRA budget and HRA rents 6. Confirm capital expenditure plans for 2021/22 to 2025/26

Section 2: Evidence

2.1	What data / evidence is available to support the proposal and understand its likely impact? (e.g. hate crime figures, obesity levels, recycling statistics) There were 2251 respondents to the budget consultation referred to below in 2.2. Individual savings proposals are too numerous to comment on but are based on service specific customer data. Each individual saving proposal will undergo an assessment of the impact based on details bespoke to that specific service area/ identified saving
	What public / stakeholder consultation has been undertaken and what were the findings?

2.2	The budget consultation was launched in December and closed on 31 January. Further details are included in the main body of the budget report. All views and data gathered during the consultation will be published on the York open data platform www.yorkopendata.org and the summary will also be appended to the financial strategy report. During January 2021, a series of Executive Member decision sessions were held and served as an additional opportunity for members of the public to raise concerns, comment and observations in respect of the various budget proposals.
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2.3	<p>Are there any other initiatives that may produce a combined impact with this proposal? (e.g. will the same individuals / communities of identity also be impacted by a different project or policy?)</p> <p>The Capital Strategy 2021/22 to 2025/26 report proposals will produce a combined impact with the Financial Strategy and therefore both are covered within this assessment.</p>
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Section 3: Impact on One Planet principles

Please summarise any potential positive and negative impacts that may arise from your proposal on residents or staff. This section relates to the impact of your proposal on the ten One Planet principles.

For 'Impact', please select from the options in the drop-down menu.
 If you wish to enter multiple paragraphs in any of the boxes, hold down 'Alt' before hitting 'Enter'.

Equity and Local Economy

Does your proposal?		Impact	What are the impacts and how do you know?
3.1	Impact positively on the business community in York?	Positive	The Council has a statutory duty to consult with businesses on the council's budget. The survey was launched in December and closed on 31 January. This was undertaken as part of the consultation referred to in the Financial Strategy report the council's priority is to support economic growth to increase business rates and create jobs. The Capital Strategy includes major capital schemes that will benefit the economy and are expected to have a positive impact.
3.2	Provide additional employment or training opportunities in the city?	Positive	As above.
3.3	Help improve the lives of individuals from disadvantaged backgrounds or underrepresented groups?	Mixed	For the 2021/22 budget a saving target of £7.9m was required. This included assessment of options, risks and links with priorities to ensure that savings proposals would minimise any impact to disadvantaged or under represented groups. Significant growth is included in the budget for Adult Social Care and one off investments for improvements to the services for children and young people. Service areas have produced individual assessments on the likely impact on individuals from these groups.

Health & Happiness

Does your proposal?		Impact	What are the impacts and how do you know?
3.4	Improve the physical health or emotional wellbeing of residents or staff?	Neutral	Although savings proposals are included in relation to some adult social care and children's services. Many of these proposals are expected to be achieved through realignment of the budget (ie take advantage of grants or underspends) with no impact on service provision or by new operating models and therefore are not likely to have a negative impact. However these service areas will remain alive to any risk of impact in their areas should the need arise, will address this via the completion of an impact assessment.

3.5	Help reduce health inequalities?	Positive	The changes within the new operating model for adult social care seek to reduce dependencies on social care support through the provision of information and advice and earlier intervention to support, maintain or regain independence for those who are able. These changes are designed to improve outcomes for customers including those with one or more protected characteristic (particularly age and disability) and are expected to have a positive impact. For those who require ongoing support, the offer will be made more flexible and tailored to their needs. The service will be required to complete a more detailed impact assessment as the changes in the operating model are progressed.
3.6	Encourage residents to be more responsible for their own health?	Neutral	All services have assessed the impact on resident's health as part of their respective savings proposals.
3.7	Reduce crime or fear of crime?	Neutral	There are no specific proposals included within the Financial Strategy which are likely to impact in this area.
3.8	Help to give children and young people a good start in life?	Positive	As stated in 3.4 the savings proposals are unlikely to have a negative impact and significant growth has been included to address pressures in Children's social care. As noted earlier, services will remain alive to any risk of impact in their areas should the need arise, will address this via the completion of an impact assessment.

Culture & Community

Does your proposal?		Impact	What are the impacts and how do you know?
3.9	Help bring communities together?	Positive	Growth included in the Covid-19 recovery fund, specifically aimed at community cohesion and supporting the most vulnerable is anticipated to have a positive impact in this area.
3.10	Improve access to services for residents, especially those most in need?	Positive	As already mentioned, the changes within the new operating model for adult social care seek to reduce dependencies on social care support through the provision of information and advice and earlier intervention to support, maintain or regain independence for those who are able. This is anticipated to have a positive impact.
3.11	Improve the cultural offerings of York?	Neutral	Despite the significant pressures due to Covid-19, savings have not been taken from this service area.
3.12	Encourage residents to be more socially responsible?	Positive	The significant investment in the climate change delivery programme will include programmes to encourage residents to be more socially responsible in relation to climate change.

Zero Carbon and Sustainable Water

Does your proposal?		Impact	What are the impacts and how do you know?
3.13	Minimise the amount of energy we use and / or reduce the amount of energy we pay for? E.g. through the use of low or zero carbon sources of energy?	Positive	The capital scheme includes an energy efficiency fund, the purpose of which is to complement existing/ new capital schemes, to enable the schemes to deliver higher environmental benefits. Significant revenue investment in the climate change delivery programme and it is anticipated to see a positive impact in this area.

3.14	Minimise the amount of water we use and/or reduce the amount of water we pay for?	Positive	See 3.13
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Zero Waste

Does your proposal?		Impact	What are the impacts and how do you know?
3.15	Reduce waste and the amount of money we pay to dispose of waste by maximising reuse and/or recycling of materials?	Positive	See 3.13. In addition additional growth in waste services including a review of waste collection, plastics and food waste.

Sustainable Transport

Does your proposal?		Impact	What are the impacts and how do you know?
3.16	Encourage the use of sustainable transport, such as walking, cycling, ultra low emission vehicles and public transport?	Positive	The Capital Strategy includes increased investment in sustainable transport schemes such as electric bus scheme, increase in electric vehicle charging points, Haxby Station and the national cycle network. One off growth is included to deliver a transport plan refresh which will consider how to maximise the use of sustainable transport in conjunction with the climate change delivery programme. Individual schemes will undergo an individual impact assessment.
3.17	Help improve the quality of the air we breathe?	Positive	As mentioned above there are sustainable transport schemes included in the budget which will have positive benefits on air quality but the overall impact on air quality is unknown as this will depend on other factors such as potential increase in traffic or congestion. However taken together with the significant investment in the climate change delivery programme it is anticipated this will result in positive outcomes.

Sustainable Materials

Does your proposal?		Impact	What are the impacts and how do you know?
3.18	Minimise the environmental impact of the goods and services used?	Unsure	The significant investment in the climate change delivery programme will consider what can be put in place to achieve this.

Local and Sustainable Food

Does your proposal?		Impact	What are the impacts and how do you know?
3.19	Maximise opportunities to support local and sustainable food initiatives?	Unsure	The significant investment in the climate change delivery programme will consider what can be put in place to achieve this.

Land Use and Wildlife

Does your proposal?		Impact	What are the impacts and how do you know?
3.20	Maximise opportunities to conserve or enhance the natural environment?	Unsure	There are no specific proposals included within the Financial Strategy which are likely to impact in this area. However ongoing capital schemes (eg Castle Gateway, York Central) are likely to have an impact in this area and all capital schemes within the capital strategy will be subject to significant programmes of work including the assessment of impact on new and future users. The significant investment in the climate change delivery programme will also consider what can be put into place to achieve this

3.21	Improve the quality of the built environment?	Unsure	As above
3.22	Preserve the character and setting of the historic city of York?	Unsure	As above
3.23	Enable residents to enjoy public spaces?	Unsure	As above
3.40	Additional space to comment on the impacts		

Section 4: Impact on Equalities and Human Rights

Please summarise any potential positive and negative impacts that may arise from your proposal on staff or residents. This section relates to the impact of your proposal on **advancing equalities and human rights** and should build on the impacts you identified in the previous section.

For 'Impact', please select from the options in the drop-down menu.
If you wish to enter multiple paragraphs in any of the boxes, hold down 'Alt' before hitting 'Enter'

Equalities

Will the proposal **adversely impact** upon 'communities of identity'?
Will it **help advance equality** or **foster good relations** between people in '**communities of identity**'?

		Impact	What are the impacts and how do you know?
4.1	Age	Mixed	<p>Older People: A redesign of how the Council operates within Adult Social Care could impact on customers and staff. This are expected to have a positive impact as resources are targeted to priority areas. As the project progresses a specific assessment will continue to take place. Continued investment in Adult Social Care, Telecare, Extra Care Sheltered Housing and Disability Support are expected to have a positive impact on older people. Any increase in fees and charges could adversely impact on older people and their standard of living. Financial assessments are completed for Adult Social Care customers to ensure that people only contribute what they can afford.</p> <p>As these projects progress assessments will continue to take place. There will be further detailed impact assessments by the respective service areas and it is expected that these will give further clarity based on evidence available as to likely impacts.</p>
4.2	Disability	Mixed	<p>A redesign of how the Council operates within Adult Social Care could impact on customers and staff. This are expected to have a positive impact as resources are targeted to priority areas. As the project progresses a specific assessment will continue to take place. Continued investment in Adult Social Care , Telecare, Extra Care Sheltered Housing and Disability Support are expected to have a positive impact on disabled people. Any increase in fees and charges could adversely impact on disabled people and their standard of living. Financial assessments are completed for Adult Social Care customers to ensure that people only contribute an amount they can afford.</p>
4.3	Gender	Mixed	<p>Customer data shows that a higher proportion of females use social care services, and that a higher proportion of carers are also female. Some of these carers will be council staff. Therefore proposed investment is expected to have a positive impact. However, this also means that females will be more adversely affected by any savings in these areas. The impacts identified under 'older people' will apply.</p>
4.4	Gender Reassignment	Neutral	It is not expected that there will be any impact.
4.5	Marriage and civil partnership	Neutral	It is not expected that there will be any impact.
4.6	Pregnancy and maternity	Neutral	It is not expected that there will be any impact.

4.7	Race	Neutral	It is not expected that there will be any impact.
4.8	Religion or belief	Neutral	It is not expected that there will be any impact.
4.9	Sexual orientation	Neutral	It is not expected that there will be any impact.
4.10	Carer	Mixed	A redesign of how the Council operates within Adult Social Care could impact on customers and staff. This should have a positive impact as resources are targeted to priority areas. As the project progresses a specific assessment will continue to take place. Continued investment in Adult Social Care , Telecare, Extra Care Sheltered Housing and Disability Support should have a positive impact on disabled people. Any increase in fees and charges could adversely impact on disabled people and their standard of living. Financial assessments are completed for Adult Social Care customers to ensure that people only contribute an amount they can afford. Additional support is provided to carers through the Covid-19 recovery fund.
4.11	Lowest income groups	Mixed	Although there are increases in council fees and charges, the Financial Strategy includes a provision for a York living wage to council staff and additional investment in the York Financial Assistance Scheme
4.12	Veterans, Armed forces community	Neutral	It is not expected that there will be any impact.

Human Rights	
Consider how a human rights approach is evident in the proposal	

	Impact	What are the impacts and how do you know?
4.13	Right to education	Neutral It is not expected that there will be any impact.
4.14	Right not to be subjected to torture, degrading treatment or punishment	Neutral It is not expected that there will be any impact.
4.15	Right to a fair and public hearing	Neutral It is not expected that there will be any impact.
4.16	Right to respect for private and family life, home and correspondence	Neutral It is not expected that there will be any impact.
4.17	Freedom of expression	Neutral It is not expected that there will be any impact.
4.18	Right not to be subject to discrimination	Neutral It is not expected that there will be any impact.
4.19	Other Rights	Neutral It is not expected that there will be any impact.

4.20	Additional space to comment on the impacts





Section 5: Planning for Improvement

5.1	<p>What have you changed in order to improve the impact of the proposal on the One Planet principles? (please consider the questions you marked either mixed or negative, as well as any additional positive impacts that may be achievable)</p>
	<p>Due to the financial constraints of reduced government funding, there is no option but to implement savings or efficiencies. The Financial Strategy will impact on all residents and has carefully considered the local demand for services whilst also ensuring the budget is set is prudent, protects vulnerable people and has capacity to invest. The Strategy could have a negative impact on individuals from disadvantaged backgrounds or under represented groups. This negative impact can be mitigated by investment targeted to those same communities. At this stage there is an impact assessment for each saving proposal and these will continue to be reviewed as work towards acheiving the saving progresses. The key approaches to achieving savings whilst avoiding impacts on communities of identity include:</p> <ul style="list-style-type: none"> * Ensuring that savings are made from back office functions and universal services * Protecting statutory devices and other key services for vulnerable residents * Increasing community involvement in service design and delivery * Making services self financing wherever practicable, including external trading * Maximising the return from externalised service provision * Redesign of existing services and external contracts * Placing a focus on prevention and ceasing service provision only where this is least impact * Streamlining services to provide focussed support and reduce areas of duplication * Supporting Carers * Integrated working with health * Focusing growth where it is expected to have a positive effect on older and disabled people and their carers * Integrated working with health * Focusing growth where it is expected to have a positive effect on older or disabled people and their carers <p>Specific positive impacts within the Financial Strategy include investment in key priority front line services, (including growth in adult and children's services) and significant investment in the climate change delivery programme.</p>

5.2	<p>What have you changed in order to improve the impact of the proposal on equalities and human rights? (please consider the questions you marked either mixed or negative, as well as any additional positive impacts that may be achievable)</p>
	<p>As above</p>

5.3	<p>Going forward, what further evidence or consultation is needed to ensure the proposal delivers its intended benefits? e.g. consultation with specific vulnerable groups, additional data)</p>
	<p>As above</p>

5.4	<p>Please record any outstanding actions needed to maximise benefits or minimise negative impacts in relation to this proposal? (Expand / insert more rows if needed)</p>
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Action	Person(s)	Due date
See response to 5.3	Capital Scheme Managers	Ongoing

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In the One Planet / Equalities section of your Executive report, please briefly summarise the changes you have made (or intend to make) in order to improve the social, economic and environmental impact of your proposal.