

Annex 7 - Better Decision Making Tool for Financial Strategy 2018/19 to 2022/23



'Better Decision Making' Tool
Informing our approach to sustainability, resilience and fairness

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.

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

Job title:

Principal Accountant

Directorate:

Customer & Corporate Services

Date Completed:

29/01/2018

Date Approved (form to be checked by head of service):

29/01/2018

Section 1: What is the proposal?

1.1	Name of the service, project, programme, policy or strategy being assessed?
	Financial Strategy 2018/19 to 2022/23 and Capital Strategy 2018/19 to 2022/23.
1.2	What are the main aims of the proposal?
	The Strategy sets out the revenue and capital expenditure plans for the period 2018/19 to 2022/23. The revenue budget includes proposals for 2018/19 and sets out savings/ efficiencies of almost £5m in order to set a legally balanced budget.
1.3	What are the key outcomes?
	<ol style="list-style-type: none">1. Confirm the council tax increase for 2018/192. Identify revenue savings for 2018/193. Ensure a financially prudent budget is set, addressing known budget pressures , including pay awards and inflationary pressures4. Confirm changes (increase/ decrease) to fees and charges5. Confirm the HRA budget and HRA rents6. Confirm capital expenditure plans for 2018/19 to 2022/23

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 828 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.

2.2	<p>What public / stakeholder consultation has been undertaken and what were the findings?</p> <p>The budget consultation was launched on 13 October 2017 and closed on 1 December 2017 for paper surveys and 15 December 2017 for online surveys. Further details are included in the main body of the budget report. A statutory consultation with all maintained schools and academies was launched on 20 November and closed on 12 January. All views and data gathered during the consultation will be published on the York open data platform www.yorkopendata.org.</p>
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 2018/19 to 2022/23 report proposals will produce a combined impact with the Financial Strategy and therefore both are covered within this assessment.</p>

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 businesses on the council's budget. This was undertaken as part of the consultation referred to in section 2.2. As identified several times 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.
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?
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Mixed	The budget process adopted a risk based approach, and in particular prioritised statutory services to vulnerable adults and children, and key frontline services. Whilst all areas were asked in 2015 to consider the long term implications of up to a 30% reduction in their net spend over a 4 year period, assessment of options, risks, and links with priorities took place in formulating the final proposals.
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Health & Happiness

Does your proposal?	
3.4	Improve the physical health or emotional wellbeing of residents or staff?
3.5	Help reduce health inequalities?
3.6	Encourage residents to be more responsible for their own health?

Impact	What are the impacts and how do you know?
Neutral	Saving proposals are included in relation to some public health services but it is expected that these will be achieved through re tender of the service or new operating models and are not likely to have a negative impact.
Positive	The changes within a new operating model for adult social care seek to reduce people’s dependency 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 improve outcomes for customers, including those with one or more protected characteristic (particularly Age and Disability). For those who require ongoing support, the offer will be made more flexible and tailored to their needs.
Neutral	As stated in 3.4 saving proposals are included in relation to some public health services which includes substance abuse but it is expected that these will be achieved through re tender of the service or new operating models and are not likely to have a negative impact.

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	By reviewing and reshaping services for young people, particularly those in relation to prevention and early intervention, the route into identifying support will be made simpler for customers and the services more tailored to the needs to each community. This will have a positive impact on young people and promote equality of opportunity for those growing up in the city.

Culture & Community

Does your proposal?		Impact	What are the impacts and how do you know?
3.9	Help bring communities together?	Neutral	There are no specific proposals included within the Financial Strategy which are likely to impact in this area.
3.10	Improve access to services for residents, especially those most in need?	Positive	As already mentioned, the changes within a new operating model for adult social care seek to reduce people's dependency 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.
3.11	Improve the cultural offerings of York?	Neutral	Although there is a saving proposal to reduce revenue grant support to Yorkshire Museum Trust (YMT) it is being replaced by additional capital investment to ensure a continued level of support over the next two years. This package of support will enable YMT to improve its visitor facilities and product and, in consequence, income streams and longer-term self-sufficiency. The Strategy recommendations include funding for a Cultural Strategy to support the city's cultural sector.
3.12	Encourage residents to be more socially responsible?	Neutral	There are no specific proposals included within the Financial Strategy which are likely to impact in this area.

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 Financial Strategy does not include any specific proposals to reduce energy usage or cost, but there are likely to be a positive impact as a result of individual savings requirements to achieve efficiencies, particularly in relation to building related savings targets. For eg The savings target to maximise income from West Offices (by reducing the council usage) will provide some reduction in the amount of energy we use. Capital schemes such as the older persons accommodation review or The Guildhall would be assessed on an individual basis. The Capital Scheme includes an energy efficiency fund, the purpose of which is to seek to compliment existing/new capital schemes, to enable the schemes deliver higher environmental benefits than may otherwise be the case in other projects such as the building of homes, or within some of other projects such as the Guildhall or York Central.
3.14	Minimise the amount of water we use and/or reduce the amount of	Positive	As above

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?	Neutral	The Financial Strategy does not include any specific proposals to reduce waste. However, there are no funding reductions proposed for Waste and Recycling Services, which includes the provision of customer information and education on recycling.

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 an electric bus scheme and the national cycle network.
3.17	Help improve the quality of the air we breathe?	Unsure	As mentioned above there are sustainable transport schemes 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.

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	There are no specific proposals included within the Financial Strategy which are likely to increase the use of non renewable resources. The Capital Strategy schemes may impact this area but will require assessment on an individual basis.

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?	Neutral	There are no specific proposals included within the Financial Strategy which are likely to impact in this area.

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 capital schemes are likely to have an impact in this area and would be assessed on an individual basis.
3.21	Improve the quality of the built environment?	Unsure	There are no specific proposals included within the Financial Strategy which are likely to impact in this area. However capital schemes are likely to have an impact in this area and would be assessed on an individual basis.
3.22	Preserve the character and setting of the historic city of York?	Unsure	There are no specific proposals included within the Financial Strategy which are likely to impact in this area. However capital schemes are likely to have an impact in this area and would be assessed on an individual basis.
3.23	Enable residents to enjoy public spaces?	Unsure	There are no specific proposals included within the Financial Strategy which are likely to impact in this area. However capital schemes are likely to have an impact in this area and would be assessed on an individual basis.

3.24	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 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 older people.</p> <p>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 an amount they can afford.</p> <p>Younger People: A new operating model for Prevention and Early Intervention could impact on customers and staff. This should have a positive impact as resources are targeted to priority areas. Any reduction in the level of home to school transport could have a negative impact on young people. As these projects progress assessments will continue to take place.</p>

4.2	Disability	Mixed	<p>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.</p> <p>Continued Investment in Adult Social Care, Telecare, Extra Care Sheltered Housing and Disability Support should have a positive impact on disabled people.</p> <p>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 services, and that a higher proportion of carers are also female. Some of these carers will also be council staff. Therefore proposed investment will 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	<p>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.</p> <p>Continued Investment in Adult Social Care, Telecare, Extra Care Sheltered Housing and Disability Support should have a positive impact on disabled people.</p> <p>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>
4.11	Lowest income groups	Mixed	<p>Although there are increases in council fees and charges, the Financial Strategy includes a provision for a York Living Wage to Council staff and includes a reduction in social housing rents</p>
4.12	Veterans, Armed forces community	Neutral	<p>It is not expected that there will be any impact</p>

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

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)

5.1

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 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 these same communities. The key approaches to achieving savings whilst avoiding impacts on communities of identity include;

- Ensuring that savings are made from back office functions and universal services
- Protecting statutory services and other key services for vulnerable residents
- Increasing community involvement in service redesign 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
- Focussing growth where it is expected to have a positive effect on older or disabled people and their carers

Specific positive impacts within The Financial Strategy include investment in key priority front line services, (including growth in adult and children's services), growth to fund a Living Wage for Council staff and a reduction in social housing rent.

5.2	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)
	As above

5.3	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)
	Going forward, as individual capital schemes or saving proposals progress, assessments will be undertaken to assess the impact of specific schemes where mixed or negative impact is recorded.

5.4 **Please record any outstanding actions needed to maximise benefits or minimise negative impacts in relation to this proposal?** (Expand / insert more rows if needed)

Action
See response to 5.3

Person(s)	Due date
Capital Scheme Managers	Ongoing

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.