

Equality Impact Assessment Template – Policy, Function or Strategy

This document should be completed when a new policy, function or strategy is introduced or when a substantive change to an existing policy, function or strategy is recommended. This will ensure equality considerations are taken into account before a decision is made and the policy, function or strategy can be altered, if required.

1. Policy, function or strategy						
a.	Name/description of the policy, function or strategy ¹	Inverclyde HSCP Medium Term Financial Plan 2023/28				
b.	Responsible organisation(s)/Lead Service	Craig Given				
c.	Lead Officer	Craig Given				
d.	Date of Impact Assessment	29/06/2023				
e.	Partners/other Services involved in the development of the policy, function or strategy	The report and plan have been prepared by the Chief Financial Officer of the Integration Joint Board (IJB). Regular discussions were held with the Senior Management Team (SMT), Chief Officer and development sessions took place with the Integration Joint Board (IJB), as part of the overall budget setting process. Discussions were also held with the Chief Finance Officer for Inverclyde Council and the Director of Finance for NHS GG&C Board.				
f.	Is the policy, function or strategy?	<table border="1"> <tr> <td></td> <td>New</td> </tr> <tr> <td>X</td> <td>Reviewed/Revised</td> </tr> </table>		New	X	Reviewed/Revised
	New					
X	Reviewed/Revised					
g.	What is the purpose of the policy, function or strategy (include details of any new legislation which prompted the introduction of the policy, function or strategy or the substantive change to the policy, function or strategy)?	As part of our external audit requirements, we are required to produce a new five year financial strategy 2023/28. There is also a requirement for ongoing work to take place, to continually monitor and update the plan.				

¹ Please attach details of the policy, function or strategy to this Template

h.	What are the intended outcomes of the policy, function or strategy?	<p>The outcomes are for the Integration Joint Board (IJB) to have a well-informed knowledge of Inverclyde HSCP's five year financial strategy. The strategy highlights the financial challenges we face over the coming years and our initial plan on how we can address some of these challenges.</p> <p>The report covers the following key areas of financial strategy:</p> <ul style="list-style-type: none"> • Background • Budget Strategy Assumptions • Projected Cost Pressures 2023/24 to 2027/28 • Addressing the Financial Challenge 	
i.	Geographical area (Inverclyde-wide or a specific location)	Inverclyde Integration Joint Board (IJB) Wide	
j.	Which parts of the Equality Duty will the policy, function or strategy impact on?		Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by The Equality Act 2010
		X	Advance equality of opportunity between people of different groups
			Foster good relations between people from different groups
k.	Will those who may be directly or indirectly affected by the policy, function or strategy be involved in its development?	No, however regular ongoing engagement with our service users provides us with intelligence to input to the plan.	

<p>2. Does the policy, function of strategy impact on:</p>		
	Yes	No
<p>a. Protected Characteristics under The Equality Act 2010: Age; Disability; Gender Reassignment; Pregnancy and Maternity; Race; Religion and Belief; Sex; Sexual Orientation (see Section 3)</p>	X	

b. Reducing inequalities of outcome caused by socio-economic disadvantage – Fairer Scotland Duty ² (see Section 6)	X	
c. Local Outcomes Improvement Plan (LOIP) 2017/22 ³ (see Section 7)		X
d. Corporate Plan 2018/22 ⁴ (see Section 8)	X	

3. If 'Yes' is selected for any part of Section 2, please populate the other relevant Sections of this Template.

4. If 'No' is selected for every part of Section 2, please state the reasons for this.

Please sign below and email a copy of this Template to Karen Barclay, Corporate Policy and Performance Officer:

karen.barclay@inverclyde.gov.uk

Signature:



Date: 16.11.23

3. Impact – Protected Characteristics

Which of the Protected Characteristics will the policy, function or strategy have an impact upon?

² [Fairer Scotland Duty: guidance for public bodies](#)

³ [Local Outcomes Improvement Plan 2017/22](#)

⁴ [Corporate Plan 2018/22](#) (agenda item 5)

Protected Characteristic	Impact					Reasons/Comments
	Positive		Neutral	Negative		
	High	Low			High	Low
Age				X		The policy details a new five-year financial plan which will affect budgets which relate to age related groups such as older Adult groups and also children and family groups. The plan highlights a £9m funding gap over the next 5 years, therefore it is likely this will have an impact on these relevant budgets. A number of areas of work have been identified to bridge the financial gap and further workstreams will commence shortly. These will be developed over the coming months and will be used to refresh the Medium-Term Financial Plan on a regular basis. This will form part of the annual budget setting process.
Disability				X		The policy details a new five-year financial plan which will affect budgets relating to disability groups. The plan highlights a £9m funding gap over the next 5 years therefore it is likely this will have an impact on these relevant budgets. A number of areas of work have been identified to bridge the financial gap and further workstreams will commence shortly. These will be developed over the coming months and will be used to refresh the Medium-Term Financial Plan on a regular basis. This will form part of the annual budget setting process
Gender Reassignment			X			It is not anticipated that there will be any impact in relation to this protected characteristic
Marriage and civil partnership			X			It is not anticipated that there will be any impact in relation to this protected characteristic
Pregnancy and maternity			X			It is not anticipated that there will be any impact in relation to this protected characteristic
Race			X			It is not anticipated that there will be any impact in relation to this protected characteristic

Religion and belief			X			It is not anticipated that there will be any impact in relation to this protected characteristic
Sex			X			It is not anticipated that there will be any impact in relation to this protected characteristic
Sexual orientation			X			It is not anticipated that there will be any impact in relation to this protected characteristic
Other groups to consider.				X		Given the potential funding gaps which may impact older people, children and families and disabled groups there is potential impact on carers / families of these groups.

4. Which parts of the Equality Duty will the policy, function or strategy have an impact upon?	
	Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
X	Advance equality of opportunity between people from different groups
	Foster good relations between people from different groups

5. Impact – groups	
From the information you have highlighted above, describe the positive and negative impacts and the groups affected under The Equality Act 2010.	
Positive impacts +	Negative impacts -
The current budget gap does not consider potential additional funding for any pressures from either the Scottish Government or our partner organisations. In addition, it does not include potential costs or	The Financial Strategy includes a wide range of assumptions in respect of key cost pressures and demand highlighting a potential

<p>income from the potential National Care Service. This will be added to the Financial Plan once more information is known.</p> <p>To deliver the medium-term financial strategy 2023/24 to 2027/28 a medium term strategy has been developed over 4 key strands</p> <ol style="list-style-type: none"> 1. Efficiency Savings 2. Service Redesign/Transformational Change 3. Service Reduction if not able to close budget gap with Efficiencies or Redesigns 4. Increased Charging <p>It is proposed that moving forward over the medium term the Integration Joint Board (IJB) agrees to commit to the principles laid out in the Financial Plan. In line with these principles the Chief Officer and Chief Finance Officer will work with IJB members and the IJB Budget Working group to develop savings and efficiencies for the period to 2027/28. They will also work in development of budget strategies which remain flexible, sustainable and focused on the delivery of key priorities detailed in the HSCP Strategic Plan.</p>	<p>budget gap for the HSCP of circa £8.875m by 2027/28. This will impact specific budgets and services.</p> <p>In addition to securing a firmer assessment of emerging cost pressures, work is progressing with the HSCP Senior Management Team (SMT) to identify opportunities to mitigate these pressures. Detailed below are the main areas of cost pressures and demand which will be subject to ongoing review as clarification of the position for each emerges:</p> <ol style="list-style-type: none"> 1. Pay Inflation: despite the anticipated reduction in resources, it is expected that pay pressures will remain a recurring pressure for the public sector. 2. Demographic and Volume reflects increases anticipated across social care services. 3. Prescribing: costs reflect current demand and cost pressures. 4. Inflationary Pressures: reflect anticipated increases to payments to third parties including the National Care Home Contract (NCHC). <p>The welfare of any individuals affected is paramount, and they will remain at the centre of our plans going forward. We will aim to minimise any impact to individuals as much as possible.</p>
---	---

6. Impact – Fairer Scotland Duty

What impact will this policy, function or strategy have on reducing inequalities of outcome caused by socio-economic disadvantage?

<p>Positive impact +</p>	<p>Neutral impact =</p>	<p>Negative impact -</p>
<p>Additional resources</p>	<p>None</p>	<p>Potential Budget cuts</p>

Briefly describe how the policy, function or strategy will impact on reducing inequalities of outcome.

The indicative 2023/24 base recurrent budget is £200.735m (Social Care £68.156m, Health £132.579m and Set Aside £35.398m). A number of areas have been explored to understand the scale of the financial challenge:

- a detailed analysis of anticipated costs and demands
- an assessment of anticipated increases and reductions in funding from partners

Considering the issues identified and assuming nothing else changes the potential funding shortfall will be circa £8.875m by 2028. This may impact service reduction and may widen inequalities across our local community.

7. Impact – LOIP 2017/22

Which Priority/Priorities from the LOIP 2017/22 will this policy, function or strategy impact on?

<input type="checkbox"/>	1. Population: Inverclyde’s population will be stable and sustainable with an appropriate balance of socio - economic groups that is conducive to local economic prosperity and longer-term population growth.
<input type="checkbox"/>	2. Inequalities: There will be low levels of poverty and deprivation and the gap between the richest and poorest members of our communities will be reduced (This may already have been highlighted at Section 6.)
<input type="checkbox"/>	3. Environment, culture and heritage: Inverclyde’s environment, culture and heritage will be protected and enhanced to create a better place for all Inverclyde residents and an attractive place in which to live, work and visit.
<input type="checkbox"/>	4. The local economy: Inverclyde has a thriving and diverse local economy. Economic activity is increased, and skills development enables both those in work and those furthest from the labour market to realise their full potential.

Briefly describe how the policy, function or strategy will impact on the LOIP Priority/Priorities.

8. Impact – Corporate Plan 2018/22

Which Priority/Priorities from the Corporate Plan 2018/22 will the policy, function or strategy impact on?

	1. To promote Inverclyde, to both residents and visitors alike, as a great place to live, work and visit
X	2. To work collaboratively, to enable strong, connected and empowered communities, particularly in areas of deprivation, so that residents have influence and control over the things that matter to them
	3. To grow the local economy in a way that creates opportunities for all our residents, including access to good quality jobs
X	4. To reduce the prevalence of poverty and, in particular, child poverty in our communities
X	5. To safeguard, support and meet the needs of our most vulnerable families and residents
X	6. To improve the health and wellbeing of residents so that people live well, and for longer
	7. To protect and enhance our natural and built environment
	8. To preserve, nurture and promote Inverclyde's unique culture and heritage
X	9. To deliver services that are responsive to community needs and are underpinned by a culture of innovation, continuous improvement and effective management of resources
	10. To develop motivated, trained and qualified employees who deliver quality services that meet current and anticipated service needs

Briefly describe how the policy, function or strategy will impact on the Corporate Plan Priority/Priorities.

The plan refers to how we will continue to work with partners across Inverclyde to provide the best possible service and outcomes for our local community and work is progressing with the Senior Management Team (SMT) to mitigate any pressures. The plan will be continually reviewed and we will continue to work towards our priorities within our HSCP Strategic Plan and provide update in our Annual Performance Reports (APR).

9. Evidence

What evidence do you have to help identify any potential impacts of the policy, function or strategy?

Note: Evidence could include information from consultations, surveys, the Citizens' Panel, focus groups, interviews, projects, user feedback, complaints, Officers' knowledge and experience, equalities monitoring data, publications, research, reports, and local and national groups.

Evidence	Details
Consultation/Engagement (including any carried out while developing the policy, function or strategy)	Discussions with Senior Management Team (SMT). Specific development session with the Integration Joint Board (IJB).
Research	Other Integration Joint Board (IJB) financial strategies. Recent Audit Scotland reports have highlighted the significant level of challenges faced by Health and Social Care Partnerships due to a combination of financial pressures caused by a real-term reductions in funding, increased demographic pressures and the cost of implementing new legislation and policies.
Officers' knowledge and experience (including feedback from frontline staff)	Relevant accountancy experience and high level of knowledge and experience. The senior staff involved in the development of the Plan all have comprehensive knowledge and experience.
Equalities monitoring data	Analysed and incorporated into all our planning processes, where available.
User feedback (including complaints)	Feedback from Senior Management Team (SMT) and the Integration Joint Board (IJB). N/A directly for this plan, however regular engagement with our local community is an ongoing part of our overall strategic planning and equalities improvement work, and actively encouraged as part of all our financial planning processes.
Stakeholders Other	Main stakeholders are the Integration Joint Board (IJB) and the Senior Management Team (SMT). The plan was written in language and tone that was user friendly, given the complexity and technical content within it.

Are there information gaps and, if so, what are these?	None
--	------

10. Consequences of analysis

What steps will you take in response to the findings of your analysis? Please select at least one of the following and provide a brief explanation.

a.	Continue development with no changes.		
b.	Continue development with minor alterations.	X	The Financial plan will be updated on a yearly basis based upon when each budget is announced by the Scottish Government.
c.	Continue development with major changes.		
d.	Discontinue development and consider alternatives (where relevant)		

How will the effect of the policy, function or strategy be monitored following implementation?

We provide budget updates every 2 months and then a yearly budget is also produced. Each year an updated financial forecast plan will be included as part of the budget setting exercise.

When is the policy, function or strategy due to be implemented?

It's live after approval at Integration Joint Board (IJB) in June 2023.

When will the policy, function or strategy be reviewed?

Annually

What resources are available for the implementation of the policy, function or strategy? Have these resources changed?

Resources are fully detailed within the plan and will be updated as each budget is announced.

11. Please use the space below to detail any other matters arising from the Equality Impact Assessment process, including what action could be taken to mitigate the impact of the policy, function or strategy.

Service Redesign/Transformational Change - despite the challenging backdrop there is a real opportunity to change things for the better. By developing our current services to be innovative and forward-thinking, making the most of new technology and supporting our people to live well for longer, we can ensure that everyone has a better experience of health and care and the opportunity to be independent for as long as possible for them. A number of reviews have already commenced with the view to deliver real change for the people of Inverclyde. These include the Care and Support at Home review, The Children and Families redesign, the Business Support Redesign and various projects through the Transformation Board.

The HSCP now has a Budget Operating group which will work over the next number of years to develop savings and efficiency options for consideration by the IJB. The Medium-Term Strategy has identified the need for the following: (i) Efficiency Savings (ii) Service Redesign/Transformational Change (iii) Service Reduction (iv) Increased Charging

Efficiency Savings Delivering Services as efficiently as possible in line with Best Value principles has been achieved in previous years. On an ongoing basis officers work to identify and deliver in year and recurring efficiency savings. Examples of this includes looking at the use of transport within the services and delivering savings by finding better ways of delivering this provision. Other examples can be seen by looking at current turnover rates in the services and adjusting this based on historical trends. A review of previous year's outturn positions will be carried out to identify areas of recurring underspend. These options will always be the preference of the IJB to limit any service reductions to the Inverclyde Community.

The next steps for finalisation of this plan and future development of the plan will be.

- Officers to develop proposals to bridge the anticipated funding gap from 2024/25
- HSCP Budget working group to develop these options further

- IJB development session during 2023/24 to consider proposals for future years
- Revised Medium term Financial Plan and future years budgets to Integration Joint Board (IJB) for approval

Mitigations already in place around financial sustainability include:

- Strategic Plan
- Medium Term Finance Plan
- Close working with Council and Health when preparing budgets and financial plans
- Regular Financial Monitoring reporting to the IJB
- Regular budget reports and meetings with budget holders
- Regular Heads of Service Finance meetings
- Close working with other local authority and GG&C Finance colleagues and HSCP Chief Financial Officers to deliver a whole system approach to financial planning and delivery

Details of the Person(s) who completed the Assessment:

Name:	Craig Given
Position:	Head of Finance, Planning & Resources / IJB Chief Financial Officer
Date:	29/06/2023

Authorised by:

Name:	Kate Rocks
Position:	Chief Officer
Date:	16.11.23

Thank you for your assistance with the completion of this task.

Classification : Official

Please send a copy of the completed Template to Karen Barclay, Corporate Policy and Performance Officer at karen.barclay@inverclyde.gov.uk.

12 August 2022