

Budget 2020/21 Equalities Impact Assessment

Overview and summary

1. The Council is obliged to set a balanced budget and Council Tax charge in accordance with the Local Government Finance Act 1992. The purpose of this EIA is to assess the main items in the budget that will be proposed to Full Council on 26 February 2020.
2. For 2020/21, a balanced budget is proposed based on investment in key priorities, efficiency savings and strengthening financial resilience. On the basis of that budget, the Council proposes a 1.99% rise in Council Tax and the application of the government modelled 2% adult social care precept. Further information is set out in the accompanying report.
3. A public authority must, in the exercise of its functions, comply with the requirements of the Equality Act 2010 and in particular section 149, the Public Sector Equality Duty ("PSED"). This Equalities Impact Assessment ("EIA") is intended to assist the Council in demonstrating its fulfilment of its PSED. It assesses, as far as is possible on the information currently available, the equality impact of the budget through initial equality impact assessment of proposals. The requirements of the PSED and case law principles are explained in the Legal Implications section of the report to Full Council. The Equality Implications section of that report is informed by this analysis.

Methodology

4. The analysis looks at the impact of Council Tax and Social Care Precept proposals and, secondly, at the budget on which that decision is based. Initial equality impact assessments have been undertaken of all the proposals at this stage, with a full Equality Impact Assessment undertaken for those where potential adverse impact has been identified. Equality Impact Assessment is an ongoing process and further assessment will be undertaken of policy decisions as appropriate. This will happen throughout 2020/21 as part of the Council's decision-making process and changes will be made where appropriate.
5. The aim in this document is to identify the elements of the budget that may have an adverse or positive impact on any protected group so that these can be taken into account by the Council when taking a final decision on the budget and the level of Council Tax. Where this is possible, mitigating measures are identified at the appropriate point in this document.

Summary of impact of the proposed budget

Council Tax increase and applying social care precept

6. A 1.99% increase in Council Tax is proposed and the application of the government modelled 2% adult social care precept. This will take Band D Council Tax from

£762.02 to £792.42. Council tax is one aspect of local government funding where the Council has some discretion to raise additional funds. However, there are Council Tax rules in place that limit the extent of any Council Tax increases before a referendum is required. The limit for 2020/21 is 1.99% (not including the 2% adult social care precept) and so a referendum is not required for Hammersmith and Fulham Council.

7. By increasing Council tax, the Council is able to prevent reductions in services to local residents and in so doing can continue to mitigate against adverse impacts facing individual households.
8. The percentage increase will be applied to all bands of Council Tax, as required by law. This will impact on all residents who are eligible to pay Council Tax. The average increase in cost per week on a Band D property is £0.58. Since Council Tax is applicable to all properties it is not considered that the increase targets any one particular group; rather it is an increase that is applied across the board. At the same time because the increase is applied to all properties it is not possible to exempt any particular group.
9. The impact of Council Tax could be mitigated through the Local Council Tax Support scheme and other exemptions and discounts.

Council Tax Exemptions and Discounts

10. Some properties are exempt, or qualify for a discount, from council tax. The different classes of exemptions/discounts are listed below.

Occupied Properties with only the following residents:

- a. full time students (they must complete an application form and return it to us with a council tax certificate from their place of study);
- b. severely mentally impaired people;
- c. a foreign diplomat who would normally have to pay Council Tax;
- d. people who are under 18;
- e. members of a visiting force who would normally have to pay Council Tax;
- f. elderly or disabled relatives of a family who live in the main property, in certain annexes and self-contained accommodation.

If there is only one other resident in the property who does not fall into one of the above categories, then the property will receive a 25% discount rather than be exempt. If there are more than two such residents, then the property will neither be exempt nor receive a discount.

Unoccupied properties

- g. owned by a charity are exempt for up to six months;
- h. empty due to resident receiving care in a hospital or home elsewhere;
- i. empty as resident has been sent to prison;
- j. empty as resident has moved to care for someone else;

- k. empty awaiting probate and for six months after probate is granted;
- l. has been repossessed;
- m. is the responsibility of a bankrupt's trustee;
- n. is waiting for a minister of religion to move in,
- o. empty by a student whose term-time address is elsewhere,
- p. empty because it is against the law to live there, including from 1st April 2007 where a planning condition prevents occupation;
- q. empty as it forms part of another property and may not be let separately.

Pitch or mooring

- r. that doesn't have a caravan or boat on it is also exempt.

11. From 2017/18 the Council has also provided discounts for care leavers up to the age of 25.
12. Those who feel they are entitled to an exemption are encouraged to contact the Council and information on how to do that is provided by the Council when Council Tax Bills are issued. Support for people struggling with their Council Tax Bill is also offered through Advice Centres.
13. The liability for Council Tax is summarised below:

Total dwellings in the borough	90,500
Reductions:	
Exemptions (mainly students, includes care leavers)	(4,000)
Council tax support claimants (elderly & working age on low income)	(11,400)
Single person discount (25% discount)	(27,500)
Dwellings liable for 100% of Council tax (53%)	47,600

14. Data on the Local Council Tax Support Scheme identifies that approximately 55% are female (higher than the proportion of females in the borough population as a whole, which was 51.3% according to the 2011 Census). Pensioners are also disproportionately represented (35% of LCTS claimants, but only 9% of Borough residents). Based on ONS data on low income groups, it is also likely that disabled residents, ethnic minority groups, women on maternity leave, single parents (who are normally women) and families with young children are likely to be disproportionately represented.

Social Care Savings Proposals

SC1 - Better demand management and choice from acute hospitals - £1.5m

15. This business case is about reviewing residents sooner after discharge to avoid them continuing with a larger support package than is needed and thus becoming dependent on it. The first proposal is around the role of social care to support residents upon leaving hospital to regain as much mobility and confidence (and therefore independence) as possible.
16. For every day someone is in a hospital bed, they lose mobility. When someone who previously had low level support needs is discharged home after a significant stay in hospital, they may require more support (in the short term) than when they entered. Similarly, residents who before a period in hospital needed no support may now require it. This support is put in place before a resident leaves the hospital, but once home and in a familiar environment, residents generally improve rapidly over the next few weeks. Social care would continue to fund the customer fund following a review of care needs which would be an appropriate level of service.
17. The second part of the business case relates to making better use of NHS and other funding streams where appropriate, including Continuing Health Care (CHC) and Funded Nursing Care (FNC). This work has already begun and seen some recent successes. The second proposal around this is about ensuring the right amount of support is in place for the right amount of time – preventing over-provision and ensuring that the optimum funding streams are being utilised. Health would fund the services required for the customer, following a continuing healthcare assessment.
18. This proposal has a neutral equalities impact.

SC2 – Home Care – Improve contract management and payment of no replies and cancellations of home care packages - £250,000

19. There are two parts to this proposal – working with residents and working with home care providers.
20. H&F is the only local authority in the country which provides a home care service which is free at the point of need rather than means-tested. If a carer visits a resident and they are not there or a resident cancels a visit with less than 24 hours' notice, H&F are still liable to pay the home care provider for this visit. This business case is about reducing the number of no replies and cancellations which have a significant cost, both financially and in staff time (as where there is no reply, staff will work until they are able to locate the resident to ensure their safety).
21. Frequent failed visits may indicate that something is not working – a resident may no longer want the support and so is turning a carer away or the support may be being provided at a time which does not fit with their lifestyle. By reviewing such residents, social care has started to make significant progress in this area. Staff have also been encouraging residents to cancel or rearrange not-needed visits (for example due to a GP appointment) as soon as possible.

22. As with SC1, it is about ensuring the right sized package for a resident and a service which works for them. It may be that a resident's support package is reduced as a result of this work, this will only be done with their agreement.
23. The second part of the proposal relates to home care providers. When a carer visits a resident, they are required to clock in and clock out using electronic monitoring. Increased staffing has led to greater scrutiny of provider behaviour, challenging coding and withholding payments where warranted.
24. This proposal has a neutral equalities impact.

SC3 – Ongoing review of staffing - £200,000 in 2021/22

25. Over the last two years, recruitment of qualified social workers and occupational therapists has been difficult, resulting in more expensive agency staff and an increasing workforce budget. Part one of the work has been to review the Council's job descriptions, pay and terms & conditions compared to other local authorities. By improving the offer, the Council should be able to attract more workers to these roles. The department is also reviewing our functions to reduce the number of qualified workers needed as many tasks can be undertaken by other roles e.g. independent living assessors.
26. This proposal relates to better resourcing and deployment of staff. The department will continue to be measured by the same resident-focussed performance measures e.g. percentage residents receiving a steady home care package being reviewed every 12 months. Residents will not experience a decline in service.
27. This proposal has a neutral equalities impact.

SC4 – Transport - £100,000

28. This proposal seeks to review the transport model for the Options Day Service – working with residents and their families to co-produce transport options which respect their individual circumstances and promote independent living.
29. The Options Day Service is for residents with moderate to complex Learning Disability support needs. It has repeatedly received an 'Outstanding' inspection rating by CQC for its goal-orientated work to make meaningful progress and improve resident independence. The service has gone from strength to strength in the past few years, creating partnerships with local schools and a social enterprise to name but two developments. The transport options however remain fairly traditional, with residents being collected from their home/place of residence via mini-bus and taken to the centre. Depending on where they live on the route, some residents may spend a long time on the bus while others are collected.
30. This proposal involves staff working with people who use the Day Service, using the same goal-orientated approach as elsewhere in the service to travel as

independently as possible. For some, this may be completely independently, for others this may involve support or travel in a small group with friends.

31. Changes will be made working with residents and their families to design the options, appreciating individual circumstances and choices throughout. No resident will be prevented from accessing the centre through these transport changes.
32. As the Options Day Service is for residents with Learning Disabilities, this proposal will have a disproportionate impact on a protected characteristic. However, as previously stated, the proposed changes will not prevent anyone from accessing the Options Day Service and thus there is a neutral impact. Transport reviews have featured in previous years budgets for different parts of the service and have been successfully delivered.
33. This proposal has a neutral equalities impact.

SC5 – Better mental health care and support services for new and existing demand - £165,000

34. An extensive programme of reviewing the mental health pathways involving colleagues from commissioning, operations, clinical teams, housing and IMPOWER has taken place over the last year.
35. The programme has identified that although there is a good current mental health supported housing system in place, there are systemic issues which need to be addressed. Such accommodation should never be a permanent solution, but there is a lack of move on from services with an estimated 20-30 residents, who could with the right support, move from expensive out-of-borough residential placements back into local supported accommodation. Gradually stepping down their support would improve their independence and returning in-borough would return them to familiar networks, families and community mental health services. Out-of-borough placements are also generally more expensive and more difficult for H&F to monitor the quality of.
36. Moves would be managed using a strengths-based, co-production approach to mitigate against any impact. As part of co-production we will work with residents and their family members to prepare an appropriate care setting. Some residents have lived in provision for many years and will require close working with them and their families to manage the transition in a phased manner, which will ensure there is no adverse impact upon them. Modest savings are being planned due to spending on extra support during transition.
37. This proposal will have a neutral equalities impact.

SC6 – Continued improvement of transitions work - £200,000

38. A new purpose-built property for residents with learning disabilities is due to complete in September 2020. This property, W12 Emlyn Gardens, will contain eight

individual specialist flats keeping residents local to the community they grew up in, their networks, families and carers. This is the preferred service model of local residents.

39. The new development is purpose-built for a mixture of young people transitioning into adult services and adult residents currently placed out-of-borough. By creating new in-borough provision, H&F can improve its offer to residents, enable them to stay close to home and avoid expensive out-of-borough placements. 18 residents have been identified as being suitable to move into the new properties as part of this project. The final list will be created nearer the time by working closely with residents.
40. This proposal has a neutral equalities impact.

SC7 – Changing the way we approach carrying out assessments using a co-production approach – £800,000 in 2021/22

41. A strengths-based review system has recently been set up, refocussing conversations from a deficit model (what can't you do), to a strengths-based one (what can you do) and building on those skills. This includes looking at personal abilities, skills and knowledge; social networks and community resources/social capital (including benefits maximisation and applying for NHS funding where appropriate).
42. A co-production approach means working more collaboratively with residents, promoting opportunities for residents to be co-producers of services and support rather than solely consumers of services. This work is still in the early stages and changes in culture and practice take time, though there have been some initial successes resulting in savings of £200,000 in 2019/20. A staff conference and follow-up training sessions are being held to embed the principles. This proposal is about realigning care packages based on needs. There will therefore be no reduction in service.
43. This proposal has a neutral equalities impact.

SC8 – Supply and contract management - £250,000

44. Social Care currently commissions three separate floating support contracts which are resulting in overlap and duplication. Floating support is about supporting individuals in a crisis; typically relating to tenancy issues. Floating support also provides drop-in sessions for residents; typically, this will involve help with correspondence.
45. Historically, parts of these services have been underutilised, particularly the services for residents over 55. This proposal sees the three contracts merged into one to make efficiency savings. Commissioning will also work to create a more developed offer which is better targeted and supports individuals to build resilience, reducing the frequency and severity of crises and resulting in associated savings.

46. A full EIA will be produced in line with the procurement timescale during the next financial year. expected in all but potentially one area – over 55s as it will represent a decrease in their bespoke service. However, the general offer will continue to be available for them and there are other alternative services which serve very similar functions that existing clients can be signposted to; except in all but potentially one area – over 55s as it will represent a decrease in their bespoke service. However, the general offer will continue to be available for them and there are other alternative services which serve very similar functions that existing clients can be signposted to.
47. This proposal has a neutral equalities impact.

SC9 – Introduce technology in how we work with residents - £200,000 in 2021/22

48. The department is seeking to utilise new technologies and robotics in social care. This is not about replacing care workers with robots but putting aids into a resident's home to help them to better support themselves – for example, using technology to remind a resident to take their medication or that they haven't drunk anything that afternoon - which helps them to stay well and reducing non-elective admissions. Testing of equipment is beginning, working closely with residents.
49. This proposal seeks to improve quality of life. Savings will come from increasing a resident's independence so they need less formal support.
50. This proposal has a neutral equalities impact.

Public Health Savings Proposals

PH1 – Savings and procurement of new model for health visiting and school nursing – £220,000

51. '0-19' is currently delivered by Central London Community Healthcare (CLCH) on a two-year contract 1 April 19 – 31 March 21. A reduction in funding for year two has been negotiated and agreed with the provider. The saving is being achieved through a collaborative service streamlining and redesign of some areas. The savings are primarily contractual – residents will not notice a change in service and therefore the equalities impact is neutral.
52. There is one area which may be decommissioned – a specific Family Nurse Partnership (FNP) which provides support for pregnant teenagers. The teenage pregnancy rate halved in H&F between 2009 and 2015, at which point there were 41 conceptions to women under the age of 18. This service is therefore being under-utilised and because of its peer support nature, without sufficient numbers this service is less effective.
53. A general service for mothers is already provided which is of good quality and sufficient capacity to expand to provide a service for young mothers. Therefore, a

better service can be provided for less by providing focussed, specialist support for young parents through existing contracts.

54. This part of the proposal will disproportionately impact on three protected characteristics because the service is for women (sex), who are under 18 (age) and pregnant (pregnancy/maternity), however a high-quality support service for this group will still exist and therefore the overall equalities implication is neutral.
55. This proposal has a neutral equalities impact.

PH2 – Core drug and alcohol services – £280,000 in 2021/22

56. Public health currently commissions three separate drug and alcohol services for adults and young people. The current contracts come to an end on 31 March 2021. Although this proposal is for savings in 2021/22, and thus in its infancy, it is proposed that these three contracts be combined into one, with efficiency savings made through re-procurement and a reduction in associated management costs. This saving will be worked up in more detail as part of next year's budget.
57. Savings are being made through efficiencies rather than reductions in front line services.
58. This proposal has a neutral equalities impact.

PH3 – Enhanced access to contraceptive and screening services - £150,000

59. Hammersmith & Fulham provides a high number of sexual health, screening and contraception services, including SASH (Support and Advice on Sexual Health) GUM (Genito Urinary Medicine), SHL (Sexual Health London), LARC (Long-Acting Reversible Contraception), GP services and more.
60. On 30 March 2020, a contract for screening and contraception with CNWL (Central North West London NHS Trust) will end. This service provides a comprehensive range of contraceptive methods, STI testing, screening and treatment for uncomplicated infections. It is proposed that this contract is not extended or recommissioned. Residents have been choosing to go elsewhere, using other services in the borough which has resulted in this service being under-utilised and thus not cost effective. Furthermore, if this service is continued, the contract cost would significantly increase as other boroughs have left the partnership for similar reasons.
61. Removing this service will have a neutral equalities impact, as there are sufficient services elsewhere. Wait times for other services will continue to be closely monitored to ensure sufficient coverage.
62. This proposal has a neutral equalities impact.

PH 4 – Review of Social Care & Public Health Commissioning - £60,000

63. The proposal is to bring Social Care and Public Health Commissioning under one line management structure which would mean an improved and strengthened shared programme of work. The intention is to provide a co-produced and greater focussed strategy on delivering commission-led savings.
64. The proposal has a neutral equalities impact for both residents and staff.

Children's Services Savings Proposals

CHS 1 – Alternative model for care leaver housing - £200,000

65. The Care Leaver accommodation programme proposes a new, cross departmental approach to increasing the supply of local supported accommodation for young people leaving care.
66. The key objectives of the programme are to reduce the overspend within Children's Services where placements for young people through framework or spot purchasing are significantly higher than locally commissioned provision, whilst simultaneously improving outcomes for young people through quality housing and closer links to family and community support networks.
67. It is believed that this proposal has a neutral impact on those with protected characteristics. The programme aims to increase supply of local quality housing provision for vulnerable young people. One element of the programme will be to identify young people currently placed in higher cost out of borough placements that are suitable and ready to be transferred to in-borough accommodation where accommodation-based support will continue to be provided. The savings proposals offer a form of service continuity where support will continue to be provided to vulnerable children.
68. It is not anticipated that there will be any direct negative equality implications for protected groups at this stage.

CHS 2 – Travel Care & Support - £129,000

69. The Travel Care and Support Team saving encompasses several initiatives that largely form part of the business as usual processes and are permitted within the existing policy arrangements:
- Independent travel training promotes members manifesto pledge of improving children's chances in life by promoting independence, creates opportunities as young people prepare for adulthood by allowing access to work and reduces risks of loneliness by improving access to the community.
 - Opportunities for the use of shared transport arrangements between boroughs to promote social benefits of shared transport as well as shared efficiencies.
 - A review of vehicle types for students, consider moving into either a single occupancy or shared occupancy taxi to reduce the cost of their transport (as paid

by mileage as opposed to seat) as well as added benefits around reduced travel times.

- A personal travel budget offer provides parents with the flexibility to tailor their own solution to meet their child's needs and promotes the H&F vision of doing things with residents rather than to them.

70. It is believed that the proposals have a neutral impact on those with protected characteristics.

71. The proposal forms part of the business as usual actions for the service and is compatible with the existing Home to School transport policy. The proposals are applicable across the cohort and service users will be assessed on a risk and need basis to ensure individuals are not disadvantaged.

CHS 3 – Staffing Efficiencies - £250,000

72. This saving is to be met against a budget of c£22.5m and will be delivered as staffing efficiency across the department with no service impact expected.

CHS 4 – Disabled Children Care packages, direct payments and residential placements - £257,000

73. Improvements in management and frontline delivery of short breaks will reduce expenditure whilst protecting direct services to disabled children. None of the proposed actions will deliver reduction in services to either the group as a whole or to any individual child.

74. An increased focus on early intervention and eligibility for services will ensure services are targeted to prevent escalation of need. Developments will deliver improved services which will ensure that support remains available for disabled children and their families as required, further improved use of local services and development of new services such as the behaviour outreach service will see improved outcomes.

75. All policies and service changes relating to short breaks are co-produced with parents of disabled children to ensure the group are confident that the policies meet need and are fair and equitable.

Children's Services Investment Proposals

CHSG 1 – Family Services Placements & Client costs - £4.118m

76. Growth request to align budget with the demand led growth in numbers that have caused a cost pressure on the Looked After Children and Care Leavers budgets.

77. The proposal will have a neutral impact as it results in no change in service offered.

CHSG 2 – Short Breaks and Disabled Children Packages - £513,000

78. Growth request to align budget with the demand led growth in numbers that have caused a cost pressure on the Disabled Children's residential, spot purchased care packages and direct payments budgets.
79. The proposal will have a neutral impact as it results in no change in service offered.
- CHSG3 – Travel Care & Support - £886,000
80. Growth request to partially mitigate pressure caused by the demand led growth in numbers that have caused a cost pressure on the Travel Care and Support.
81. The proposal will have a neutral equalities impact as it results in no change in service offered.

Public Services Reform Proposals

PSR 1 - Review of services - staffing and efficiencies - £255,000 saving for 2020/21.

82. Complete a review of all PSR services with view to restructuring services to realise efficiencies. It is believed that this proposal has a neutral impact on those with protected characteristics for the following reasons:
83. Savings will be secured through the use of vacancies arising from staff turnover - with some posts being deleted whilst others are replaced with lower graded posts. It is not expected that there will be any compulsory redundancies.
84. There will be a neutral impact on staff with protected characteristics. Where there are staff changes leading to savings, Equality Impact Assessments are carried out as part of the reorganisation process.

Finance & Governance Savings

FGO 2 – Virtual Desktop Infrastructure - £200,000

85. The Virtual Desktop Infrastructure (VDI) service was delivered through the Desktop contract. The VDI contract was extended in November 2019 due to commitments on infrastructure and licensing and to ensure service continuity whilst we migrate to the new desktop strategy. This contract has now ended.
86. This proposal has a neutral equalities impact.

FGO 3 - Contract Review and Application consolidation - £100,000

87. The proposal is to conduct a systematic review of all Line of business application contracts used throughout the council with the aim of reducing cost through renegotiation. It is believed that this proposal has a neutral impact on those with protected characteristics as the budget proposal focusses on managing and procuring contracts more effectively and efficiencies relating to back office staff and functions.

88. As such there are no adverse equality implications for any particular groups, residents and employees alike, with protected characteristics.

FGO 5 – External Audit Fees – £10,000

89. The proposal is to reduce budget in line with expected audit fees.

90. It is believed that this proposal has a neutral impact on those with protected characteristics as the reduction of audit budgets has no direct impact on residents or employees.

FGO 6 - Review of Finance function - £100,000 saving in 2020/21

91. A review of functions and processes to align with the new system, plus self-service and automation strategies. It is not expected that there will be any compulsory redundancies or direct impact on any residents or employees.

92. It is believed that this proposal has a neutral impact on those with protected characteristics as savings will be generated from the use of vacancies arising from staff turnover, reviewing functions and processes to improve productivity and automation.

FGO 7 - Review of NNDR - £200,000

93. A review of previous years' NNDR outturn position could deliver a saving of £200k against budget.

94. Provision of service does not vary according to any particular group with protected characteristics and accordingly there is a neutral impact on those with protected characteristics.

FGO 8 - Business Rates Income - £1.9m

95. The proposal is to work closely with the London Pool to deliver additional benefits for LBHF. The initial estimated one-off benefit for 2020/21 is £1.9m.

96. This proposal has a neutral impact on those with protected characteristics as the one-off income from business rates has no direct impact on residents or employees.

FGO 9 - Energy efficiency works - £20,000

97. The proposal is to review and work to invest in utilities upgrades across the Council's civic accommodation portfolio to provide energy efficient solutions

98. It is believed that this proposal has a neutral impact on those with protected characteristics as provision of energy efficient solutions across the civic accommodation portfolio will not have any direct impact on residents or employees.

FGO 10 - Triennial valuation of Pension Fund - £2.09m

99. The triennial valuation of Pension Fund as a result of the success of the investment strategy has led to an improved funding position. This is likely to lead to a reduction in the level of General Fund contributions payable by the Council.

100. This proposal will have a neutral impact on those with protected characteristics as the pension benefits are unchanged.

Economy Savings

ECO 1 - Securing longer-term private sector accommodation in the place of temporary accommodation while residents wait on the social housing register- £196,000

101. This will enable households to be moved into more suitable accommodation sooner, reducing reliance on private landlords for TA use and reducing expenditure. This change will not impact the place of residents on the social housing register.
102. It is believed that this proposal has a neutral impact on those with protected characteristics.

ECO 2 - Reduction in Temporary Accommodation (TA) - £115,000

103. This will enable households to be moved into more suitable accommodation, reducing reliance on private landlords for TA use and reducing expenditure.
104. It is believed that this proposal has a neutral impact on those with protected characteristics.

ECO 3 - Improved debt management - £286,000

105. This will reduce arrears, managing debt and reducing financial stress on households in TA. Officers will work with households to manage all debt and support households when financial difficulties arise.
106. It is believed that this proposal has a neutral impact on those with protected characteristics.

ECO 4 - Consolidation of management & workforce and reduction in the use of agency staff - £196,000

107. This is the beginning of a phased savings delivery programme. It will enable service transformation, delivering a more streamlined, focussed service to residents.
108. It is believed that this proposal has a neutral impact on those with protected characteristics as the service is in the process of implementing an approved restructure that will reduce agency staff and enable overall staffing.

ECO 5 - Improved and digitalised front door and assessment pathway £180,000 in 2022/23

109. The service has implemented digitalisation including on-line application forms and information, self-service processes at the customer service centre. This has reduced footfall and contributed to more streamlined services. On-going digitalisation will achieve the forecasted savings as part of on-going service transformation, making information more accessible to households at all times – including outside of office hours.

110. It is believed that this proposal has a neutral impact on those with protected characteristics.

ECO 6 - Review and restructure of Economic Development - £61,000

111. This relates to a review of the structure of the Economic Development service.

112. Wherever possible, any reduction in establishment will be absorbed through natural wastage and existing vacancies. A full Equality Impact Assessment will be carried out as part of the reorganisation process.

113. The proposals are expected to have a neutral impact on those with protected characteristics.

Environment Savings

EN 1 - Intelligent Street Lighting Energy Management - £15,000

114. Install sensors on street lighting (street lamps, illuminated signs and bollards) in order to remotely control hours and levels of illumination. Requires circa £1.1m of one-off investment (invest to save initiative).

115. Levels of illumination are driven by the preference of local residents (i.e. in accordance with levels of natural daylight) and does not vary according to any particular group with protected characteristics.

116. It is believed that this proposal has a neutral impact on those with protected characteristics.

EN 2 - New Leisure Contract - £174,000

117. Increased income from the new Leisure Contract. Capital investment in the sports facilities at Lillie Road Fitness Centre and Phoenix Leisure Centre is expected to increase use of the facilities and therefore increase the amount of income generated by the contractor (of which the council gets a share). This proposal requires one-off investment of £1.5m.

118. The proposal has a neutral impact on those with protected characteristics as the facilities are public leisure facilities available for all to use (charged for at the point of use).

EN 3 - Maximise Pest Control Income - £35,000

119. The Pest Control service is a paid for service available to the wider public and businesses. Provision of the service does not vary according to any particular group with protected characteristics.

120. This proposal has a neutral impact on those with protected characteristics.

Summary on impact on the budget

Social Care & Public Health

121. The 2020/21 proposals are detailed in this report. Some reference is made to savings proposals for 2021/22 where known. The proposals generally centre around promoting independence, early intervention and bringing together contracts to reduce management costs. These will be achieved without any anticipated adverse impact on people who use the services. All of the proposals therefore have a neutral equalities impact.

Children's Services

122. 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 neutral equalities impact.
123. The requests for growth funding are primarily to align budgets with the demand led growth in numbers that services are experiencing. These proposals will ensure that we continue to achieve a neutral equalities impact for these children and young people.

Public Services Reform

124. The efficiencies proposed are related to departmental restructure and staffing. A review of all services will be conducted to inform the savings. A neutral equalities impact is anticipated.

Finance and Governance

125. The majority of savings from this department relate to managing and procuring contracts more effectively and efficiencies relating to back office staff and functions. As such there are no adverse equality implications for any particular groups, residents and employees alike, with protected characteristics. Where proposals affect staff, more detailed impact assessment will follow in line with the HR policy and procedure.

Economy

126. Key elements of the savings proposals from this department are associated with the reduction in the reliance on the use of costly Temporary Accommodation and providing households with debt management support, thereby reducing arrears. The duty discharge into the Private Rental Sector will enable the move of households into suitable accommodation sooner. Along with greater use of digital pathways to access services and information provision, these proposals are anticipated to result in a neutral equalities impact.

Environment

127. Savings will be realised through more intelligent street lighting and energy management (requiring an investment to save), more income anticipated the new

Leisure contract (increase in the council's share following capital investment into facilities) and greater efforts to maximise income from Pest Control services. These proposals are expected to result in a neutral equalities impact.

Conclusion

128. Overall these collective budget proposals are likely to result in a neutral impact on groups with protected characteristics, under the Equality Act 2010.
129. Council departments that have outlined efficiencies around staffing, these are centred around residents not experiencing any decline in services. They are anticipated to be realised through 'natural wastage' and the reduction in agency staff, avoiding compulsory redundancies. For any proposed restructure, detailed Equality Impact Assessments will be undertaken as part of the reorganisation process.
130. As proposals are developed further, the assessment to date will be built upon and the impact will be assessed further and any mitigating measures identified, where appropriate, to prevent unreasonable impacts on any groups with protected characteristics.