

**Equality Analysis of 2012/13 Council budget
Environment & Leisure**

1. Departmental information and audit trail

Council department	Environment and Leisure
Lead officer	Stuart Robinson-Marshall, Head of Service Development
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Date	24 January 2012
Consultation with other officers / departments	Environment & Leisure Senior Management Team, performance leads, Cross departmental equalities group and corporate leads

2. Vision / aims and objectives

Departmental vision statement	<p>The Environment and leisure mission statement is:</p> <p><i>“To make Southwark’s neighbourhoods great places to live, that are clean, safe and vibrant and where activities and opportunities are accessible to all”</i></p> <p>To achieve this mission the department will deliver our six priorities of:</p> <ul style="list-style-type: none"> • A clean borough and sustainable, efficient waste services • Vibrant, safe and high quality parks and public places • A reassuring presence and a tough stance to identify early, prevent and deter, crime and antisocial behaviour, including supporting victims • Making Southwark’s neighbourhoods great places to live where good quality services are provided right first time • Providing positive life opportunities through sports, libraries, learning and culture • Protecting and enhancing the health of the community <p>We will seek to achieve these priorities through</p> <ul style="list-style-type: none"> • Working in partnership and at a neighbourhood level • Investing in our assets and infrastructure • Focusing on all our customers, recognising and celebrating diversity • Delivering sustainability, quality, design and creativity in all we do • Having fun
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3. 2012/13 budget proposals	
Budget “headlines”	<p>Approach to savings</p> <p>Our approach to achieving savings across the Environment, Culture and Community Safety portfolios is in line with the cabinets budget principles, and we have sought to do all we can to protect front line services and offer continuity of services to our most vulnerable residents.</p> <p>However the majority of our services in this area are front line and directly delivered to all residents and changes and reductions to delivery are inevitable in order to meet the scale of savings required.</p> <p>In order to minimise front line reductions and impact on the wider community and equalities groups we have sought to make savings through efficiency, back office reductions and processes, leaner staffing structures and negotiating better value from our contractors.</p> <p>Wherever possible we have sought to share resources and work with partner organisations to identify new ways of working that may deliver efficiencies and improved value for money, as well as maximising opportunities for increasing income.</p> <p>The following proposals have been assessed as having the highest community and equalities impact:</p> <ul style="list-style-type: none"> • The proposed changes to reactive street maintenance and focusing resources on urgent repairs. • The proposal to rationalise the school crossing patrol service • The proposed re-targeting environment grants programme • The proposed introduction of cashless parking across the borough. • The proposal to increase the parking fees to Inner London average. • The proposed reorganisation of the community wardens service to focus on three key town centre locations, supported by a response team service, parks team and separately funding Borough and Bankside Team, linked directly to the retained but smaller environmental enforcement team • The proposed restructure of community sports unit and cessation of the Southwark Community Games in 2013/14 • The review of the libraries service.
4. Service users	
Service users	<p>Environment and leisure delivers a wide range of frontline services, mostly of a universal nature: they are delivered and accessible equally to all Southwark residents regardless of their location and circumstances. Examples of such services are waste and recycling, street cleaning, lighting, highways and parks.</p> <p>Other departmental services may have differential access and operational areas: some examples of these services are community wardens, parking, leisure centres, libraries, arts and adult learning. These services are either geographically based or potentially only provide services to some sections of</p>

	<p>the community (e.g. schools arts visits or parking enforcement in CPZs) or to those residents who have a demand for the service (environmental health, noise team, licensing).</p> <p>None of the services provided by environment and leisure differentiate in their provision in relation to protected characteristics or equality groups. All users are affected equally: where there is a specific impact related to a budget proposal it is highlighted in the table below along with relevant mitigation and controls.</p>
<p>5. Process</p>	
<p>Outline of process followed</p>	<p><i>Please outline the process you have followed during the budget process or previously to understand who your service users are, what potential impacts that there may be on changes to services and whether those likely to be affected by the proposals</i></p> <p>Following the development of the initial budget proposals they were discussed with cabinet members and senior officers. An initial risk assessment on all the budget proposals was carried out by the head of service development in conjunction with business unit managers and the results are presented below. Where a higher risk was identified, suitable research or consultation is being carried out on either the changes or alternative means of provision.</p>

Environment & Leisure

Equalities impact assessment on budget options: 2012-2013

The majority of services delivered by the environment and leisure department are direct services to the all residents, or the provision and maintenance of universally accessible infrastructure such as highways, lighting and parks. The majority of E&L front facing services have carried out Equalities Impact Assessments over the last three years in terms of how they deliver their services to the community and how that delivery is differentiated to users.

In relation to this budget proposal an initial high level assessment has been carried out by the service, and the likely impact of implementing the proposal scored. This score is a judgement of the impact on the community (in terms of affecting all residents as a loss of universal amenity – 5 being the complete withdrawal of a accessed service) and an equalities impact (in terms of impact on specific groups identified under the current equalities scheme). The rating is from 0 (no impact) to 5 (complete loss of provision to that group) for both. A combined overall score is given.

Equalities Impact		Community Impact	
Rating	Description	Rating	Description
0	No impact	0	No impact
1	Indirect impact on an equalities group with potential for minor loss of amenity	1	Indirect impact on some of the community with potential for minor loss of service
2	Indirect impact on an equalities group with some loss of amenity	2	Indirect impact on some of the community with some loss of service provision
3	Direct impact on an equalities group with some loss of amenity	3	Direct impact on sections of the community with some loss of service
4	Direct impact on one or equalities group with a cessation of service	4	Direct impact on large sections of the community with loss of service
5	Direct impact on multiple equalities groups with a cessation of service	5	Direct impact on the whole community with a cessation of service

		Equalities impact					
		0	1	2	3	4	5
Community impact	0	0	1	2	3	4	5
	1	1	2	3	4	5	6
	2	2	3	4	5	6	7
	3	3	4	5	6	7	8
	4	4	5	6	7	8	9
	5	5	6	7	8	9	10

For each proposal possible controls have been suggested to mitigate the potential impact and risk. It has also been considered whether the delivery of service is statutory, and the standard that must be delivered to satisfy statutory requirements. This is marked in the “nature of service” column with S (Statutory service) or N (Non-statutory service).

ID	Division	Description of Savings Proposal	Year(s) of impact	Equality Impacts	Evidence / assessment	Nature of service (S / D)	Area of highest impact	Geographic impact	Equalities impact rating	Community impact rating	Overall impact	Mitigation / control	Comments on proposal
1	Public Realm	Revised management arrangements for South Dock Marina.	12-13	Negotiation of a agreement with berth holders, with minimal loss of amenity	Consultation on proposals with residents and berthholders	D	Berth holders, adjacent residents	Surrey Docks, surrounding area	0	1	1	Work in consultation with the community at all key stages to ensure views of berth holders and the local community are taken into account.	
2	Public Realm	Reorganisation of the road network management team to include new London Wide permitting scheme and other highway licensing functions	12-13	None	No impact	S	None	All	0	0	0	n/a	+
3	Public Realm	Savings from revision of reactive street maintenance. This proposal will involve reducing what is spent on road repairs, lighting and street furniture. Safety issues will continue to be prioritised and addressed but planned maintenance programmes will be reduced. Resources will be focused on urgent repairs to be done.	12-13	Reduction in service, quality of service and responsiveness, deterioration of assets	There are no specific equalities impacts – other impacts will be monitored and mitigated	S	None	All	0	3	3	Making sure processes are in place for effective management and prioritisation of resources, maintaining safety and quality	
4	Public Realm	Savings resulting from rationalisation of school crossing patrol service at patrols which are already signal controlled.	12-13	Road safety at crossing, public perceptions of safety, community relations, relationship with schools	Extensive Consultation with schools, residents and service users	D	School pupils	Crossing patrol locations	0	3	3	A cleaner, greener, safer reserve fund Has been set up for community councils to enable the crossings to be if funded if local people vote.	
5	Public Realm	Increase Cemetery and Crematorium fees and charges to Inner London Average.	12-13/13-14	Low income groups, higher fees for those out of borough	Benchmarking of fees and charges	S	Low income groups	All	1	1	2	Communication of changes, differentiation of fee rates for different categories of cremations and burials	

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6	Public Realm	Income from raising parking fees to Inner London average	12-13	potential impact on lower income groups.	Additional consultation is required in order to fully assess the likely impacts	D	Low income groups, multiple car owners	ALL	2	2	4	A range of options have been drawn up for public consultation on this proposal with full consultation of existing permit holders being the preferred option. Equalities issues will be addressed within this process.	
7	Community Safety & Enforcement	Reorganisation of Community Safety and Enforcement division by further reducing management posts	12-13	None	No impact	S	None	None	0	0	0	n/a	
8	Community Safety & Enforcement	Restructure the principal enforcement officer functions to focus our resources in the areas, at the times, on the businesses and the communities that need them most. We will also be focusing resources from across our regulatory services in those areas so that we can deal with a range of issues through tougher enforcement.	12-13	None	No impact	S	None	ALL	0	0	0	n/a	
9	Community Safety & Enforcement	Savings resulting from the re-organisation of the community safety service	12-13	None	No impact	D	None	None	0	0	0	n/a	
10	Community Safety & Enforcement	Reorganise SASBU team to solely manage high risk cases of anti social behaviour	12-13	Reduction in capability to deal with serious nuisance and asb issues	Consultation with service users and partners	S	Users of the current service	ALL	0	1	1	n/a	

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11	Community Safety & Enforcement	Reorganise Community Wardens Service to focus on three key town centre locations and supported by a response team service linked directly to the retained environmental enforcement team. The 3 town centre teams will be based in Elephant and Castle, Camberwell and Peckham Town Centres. The reactive response team will be targeted to the areas, times and issues that concern our community the most. The additional accredited powers given to wardens means that the service will be able to deal with a wider range of anti social behaviour issues. Close working relationships with the Police and shared tasking arrangements means that we will use a variety of interventions to tackle anti-social behaviour.	12-13	Reduction of service in some locations, lack of emergency response, increase in crime	Consultation with departments, service users and partners / analysis of provision and target areas	D	None	ALL	0	3	3	This has been implemented. The new model took into account data about crime, anti-social behaviour and hate crime as well as community views. The model implemented is focused around priority areas with a response team for urgent matters.	
12	Culture, Libraries, Learning & Leisure	Restructure divisional support services	12-13,13-14	None	No impact	D	None	None	0	0	0	n/a	
13	Culture, Libraries, Learning & Leisure	Contract savings delivered by the new Leisure Management Agreement (increases from £400k to £492k in Year 2 as a result of the refurbishment of Camberwell Leisure Centre). Year 3 savings are a result of original contract negotiations.	12-13,13-14,14-15	Failure to deliver the contract, inability of contractor to deliver agreed outcomes to this specification	No impact	D	ALL	ALL / catchment area of centres	0	0	0	na	
14	Culture, Libraries, Learning & Leisure	Reduce the funding to the South London Gallery	12-13	Loss of amenity, financial sustainability of gallery	None	D	None	Camberwell / ALL	0	1	1	n/a	
15	Culture, Libraries, Learning & Leisure	Consultants services budget for Playing Fields not required any longer	12-13,	None	No impact	D	None	None	0	0	0	n/a	

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16	Culture, Libraries, Learning & Leisure	Review of Library services. The future size and shape of the service was considered through a complete review and consultation that took place in 2011/12. No library buildings will close as a result of the review..	12-13,13-14	Closure of libraries, reliance on volunteers / community management , reduction in opening hours, lack of support amongst community, reduced geographical provision	A separate high level equalities assessment has been carried out for these specific proposals: within that report recommendation for further monitoring of any impact is made.	S	ALL users groups including equalities groups	ALL / Libraries catchment	2	4	6	A complex review of the entire service was carried out along with extensive consultation on the package of measures proposed. As a result no libraries were closed. Whilst opening times will reduce at some of the smaller libraries, the new hours are focused on times of peak use, ensuring that after school use by children and people returning from work as well as weekend use by families can still take place.	A separate high level equalities assessment has been carried out for these specific proposals: within that report recommendation for further monitoring of any impact from the introduction of the changes is made.
17	Culture, Libraries, Learning & Leisure	Further divisional efficiencies	12-13	None	No impact	D	None	None	0	0	0		
18	Culture, Libraries, Learning & Leisure	Rental income received from Bacon's College for Mellish Fields Sports Grounds (new contract)	12-13	None	No impact	D	None	None	0	0	0		
19	Sustainable Services	Restructure Divisional Management and Support including revising terms and conditions	12-13/13-14	A two stage restructure. Year one will see leaner management structures and deletion of vacant posts. Year two will restructure the division to align staffing levels with new priorities agreed during 2011/12	No impact	D	None	None	0	0	0	The first stage of the restructure will concentrate on deletion of vacant posts so minimal impact on staff. The second phase will be considered throughout 2011/12 and any affected staff will be kept informed	

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20	Sustainable Services	Contract savings resulting from reduced total waste tonnage.	12-13	Current waste tonnages are below expectations. This means that less waste has to be disposed of and costs are reduced as a result	No impact	S	None	None	0	0	0	N/A	
21	Sustainable Services	Efficiency savings from the refuse collection service contract to include further roll out of weekly food waste collections where feasible and staged introduction of fortnightly collection of dry recyclables.	12-13/13-14	Potentially some impact on customer service and service delivery during initial roll out	No impact	S	None	ALL	0	0	0	Effective communications and change management	This will affect residents in street based properties and may be seen as a service reduction (Food Waste roll out)
22	Sustainable Services	Utilising spare capacity from the waste and recycling centre at the Old Kent Road Site	12-13/13-14	Increased traffic at site	No impact	S	None	Livesey / South Bermondsey	0	0	0		Unlikely to be a noticeable increase in traffic
23	Sustainable Services	Further savings negotiated with Veolia (Bulky waste changes)	12-13	None	No impact	S	None	None	0	0	0		Slower response times but equally spread across the borough
24	Sustainable Services	Further savings negotiated with Veolia (Container delivery changes)	12-13	None	No impact	S	None	None	0	0	0		See above
25	Sustainable Services	Reduction in accommodation costs following move from Manor Place Depot	12-13	None	No impact	S	None	None	0	0	0		
26	Sustainable Services	Savings from the rescheduling and reprioritising of the mechanical sweeping service	12-13	Lower standard of cleansing across borough, increased complaints, poor public perception of service	No impact	S	None	ALL	0	2	2		There is a potential impact on the cleanliness standards of the borough as a whole – however this is being mitigated by a re-profiling of the service in order to minimise any reduction in standards.
27	Sustainable Services	Croydon Pest Control income	12-13	None	No impact	D	None	ALL	0	0	0		

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28	Sustainable Services	Cessation of external contract use by the Council for Pest Control services (estimate from SAP analysis) - use in-house team	12-13	None	No impact	D	None	ALL	0	0	0		
29	Sustainable Services	Increase non-commercial waste container hire and collection charges to inner London average	12-13	None	No impact	D	None	ALL	0	0	0		