

**Equality Analysis of 2012/13 Council budget  
Departmental equality analysis  
January 2012**

<b>Equality Analysis of 2012/13 Council budget</b>	
<b>1. Departmental information and audit trail</b>	
<b>Council department</b>	Deputy Chief Executive's
<b>Lead officer</b>	Eleanor Kelly
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<b>Date</b>	13 January 2012
<b>Consultation with other officers / departments</b>	Consultation with departmental equality leads.
<b>2. Vision / aims and objectives</b>	
<b>Departmental vision statement</b>	<p>The cabinet has set out its vision to create a fairer future for all. The vision sets out the importance of managing every penny carefully, being a compassionate council and fostering a culture of innovation through partnership. Deputy Chief Executive's (DCE) department will deliver on that vision:</p> <ul style="list-style-type: none"> <li>▪ We will have a relentless focus on rationalising our support services so more money is protected at the frontline and working alongside others to provide the organisation with the tools to innovate and transform service delivery.</li> <li>▪ We will work towards transforming Southwark as a place to live in, work in and visit through the sustainable regeneration of our neighbourhoods to an excellent standard of urban design, and by ensuring that a range of high quality housing and accessible employment opportunities are in place to enable people to reach their full potential.</li> </ul> <p>There are two elements to achieving the vision:</p> <p><i>Rationalisation – reducing costs</i> The ability to rationalise structures, reducing costs and improving efficiency, has been widely demonstrated within the DCE department over the last three years. The merging of the DCE and Regeneration and Neighbourhoods (R&amp;N) department continues that approach. It is important we look across the organisation for further opportunities, for example to stop unnecessary monitoring and instead focus resources on effective and better audit and performance management.</p> <p><i>Transformation – doing things differently</i> We want to transform how we do business and who we do business with - this is about creating a new journey of interaction with our residents, businesses, customers and stakeholders. It is about working in partnership to secure the</p>

	<p>outcomes of a fairer future. We have already transformed how we do business with senior partners in the local strategic partnership. We need to look across all our partnerships and do things in ways that add the most value. Most importantly, we need to transform as one council working together and understanding the inter-dependencies that exist across the whole of council services. The new DCE department will be a champion for 'whole council' working so that taxpayers ultimately get better value for their money.</p>
<p><b>3. 2012/13 budget proposals</b></p>	
<p><b>Budget "headlines"</b></p>	<p>The DCE block of services is made up of Human Resources, Regeneration, Planning and Corporate Strategy. In 2011/12 the budget for DCE including the R&amp;N department was £64.9m. The draft indicative budget for 2012/13 is £62.4m and for 2013/14 is £61.3m. It is proposed to deliver savings of some £12.7m over the three years from 2011/12 through service reconfiguration, review and management restructuring. This will be achieved by rationalising back office and support costs, and merging functions as a result of bringing together two departments.</p> <p>We will deliver on the fairer future vision by having a relentless focus on rationalising support services so more money is protected at the frontline and working alongside others to provide the organisation with the tools to innovate and transform service delivery. The services that make up the regeneration and planning functions include a wide variety of activities that affect the physical environment and the economy of the borough.</p> <p>Over the next three years regeneration services will be focused on delivering functions that help achieve local policy priorities. This will mean working to ensure the benefits of regeneration can spread across the borough including in strategic areas such as Elephant and Castle and the Aylesbury but also within Peckham, Nunhead and Camberwell and investing in homes to ensure they are warm, dry and safe. The public consultation process for planning applications will continue to provide widespread access to all members of the community and pre application fees will be reviewed and monitored with the aim of encouraging take up for smaller applications. Savings will be achieved through re prioritising repairs and maintenance on commercial estate will be and through the rationalisation of GIS support services.</p> <p>There will be opportunities within DCE to streamline structures through rationalisation of internal organisational arrangements. There will be an imperative to maximise opportunities from very limited external funding streams. Resources will be focused on the most vulnerable through partnership arrangements with developers to help create jobs and through optimising council land and property to achieve policy objectives. Seeking alternative ways to deliver services will also be a priority.</p>
<p><b>4. Service users</b></p>	

<p><b>Service users</b></p>	<p>The services within DCE are largely back-office, with a small amount of front line customer contact. The department's regeneration schemes have the greatest direct impact externally. Savings are proposed to be realised through service reconfiguration and reducing support costs. Therefore any impacts would fall primarily on staff rather than service-users. As specific proposals are put forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed. Service heads are committed to deliver savings as far as possible to maintain the level of service.</p> <p>As part of the Corporate Strategy savings there is a proposed move to greater use of electronic communications and social media. There may be potential impacts on those with limited or no access to a computer. This will be assessed in the ongoing evaluation of all communications activities and further mitigated through supporting access through other publications or formats - for example face to face communications.</p> <p>Residents across all housing tenures, visitors and businesses in the borough are all beneficiaries of regeneration schemes. Regeneration activity is targeted towards the more deprived areas and disadvantaged groups in the borough. There is a risk that proposals could disproportionately impact on the most disadvantaged and vulnerable groups and geographical areas in the borough and mitigating action has been identified. Where external funding has been reduced, the mitigating action is to retarget available budgets to schemes that support people with the highest level of need as far as possible.</p> <p>The department also proposes to ensure maximum income is achieved from commercial properties and by through restructuring planning application fees and providing higher levels of service to larger developers. As with all proposals equality impacts will continue to be assessed through out</p> <p>The DCE department's client groups include:</p> <ul style="list-style-type: none"> <li>• Those on low income, with low skills and/or poor employment opportunities;</li> <li>• Residents of housing estates</li> <li>• Small businesses</li> <li>• Large developers and small households applying for planning permission and residents affected by these developments</li> </ul> <p>In addition, the DCE provides support services for businesses and voluntary sector organisations to deliver job outputs.</p>
<p><b>5. Process</b></p>	
<p><b>Outline of process followed</b></p>	<p>A commitment to equality was made by the Cabinet through its vision statement, "Fairer Future for All" and its "budget principles". A framework for assessing equality impacts within the budget process was established to ensure that impacts were considered appropriately. Guidance was issued as part of the budget process and communicated to a cross-departmental equality leads officer group.</p> <p>Consultation with residents and staff was undertaken via a range of forums as part of Council's consultation on budget. A process put in place for identifying potential cross-cutting and multiple impacts on the same equality groups/protected characteristics across departmental budget proposals. This ensured that issues were fed into departmental equality analysis. A summary of the equality analysis for the DCE department was included in the budget</p>

	<p>report.</p> <p>Equality analysis will continue to be undertaken as part of the on-going considerations around the implementation of the Council's budget. These will be prepared by DCE in compliance with the Council's policies and procedures around undertaking equality analysis. Work to identify and mitigate cross cutting impacts will continue as proposals are developed further and implemented.</p>
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<b>6. Equality issues identified</b>				
<b>Budget proposal</b>	<b>Type of saving</b>	<b>Equality impacts<sup>1, 2</sup></b>	<b>Evidence gathered</b>	<b>Mitigation / further action</b>
<b>Human Resources Division</b>				
Review the provision of training, centralisation of services resulting in savings from cross-council working and shared services.	Back office and support	As specific proposals are put forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed.	As specific proposals are put forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed.	As specific proposals are put forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed.
Reduction in transactional staff through extension of self-service/efficient process. Reduction in direct staffing support. These reductions exemplify the second and third stages of the HR shared services review which was first implemented in April 2009.	Back office and support	These savings arise from a review already carried out, which assessed equality impacts.	See review	See review

<sup>1</sup> Against the “protected characteristics” in Equality Act 2010. These being race, gender, disability, religion/belief, sexual orientation, age, human rights, gender re-assignment, and pregnancy and maternity.

<sup>2</sup> Under the General Duty Southwark Council must in the exercise of its functions have due regard for the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act ;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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<b>Corporate Strategy Division</b>				
Minimise all stationary, software and printing requirements	Efficiency		This does not impact on staff or service users	
Greater use of electronic communication and social media.	Service review	Potential impact on those with limited or no access to a computer	Council surveying of access to the internet.	Ongoing evaluation of all communications activities and further mitigated through supporting access through other publications or formats for example face to face communications
Reduce frequency of Southwark Life to three per year.	Back office and support	No differential impact as it goes to every household.	Distribution and readership is routinely monitored.	Distribution and readership is routinely monitored.

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Review of structure, staffing levels and support costs across the division. This would include reducing the training budget and deletion of two vacant posts.	Management structure/service reconfiguration	These savings arise in part from a review which has already been undertaken. As specific proposals were put forward, and at each stage of implementation thereafter, the different impacts on different categories of staff were assessed. There were no differential impacts.	The impacts on different categories of staff as the training budget is reduced will be monitored.	The impacts on different categories of staff as the training budget is reduced will be monitored.
Reducing commissioning budget and re-targeting cash to schemes with the highest level of need and that represent greater value for money.	Income	Those furthest from the labour market (cuts across all equality groups) especially disadvantaged communities / unemployed youth	The commissioning is specifically targeted to groups of people who are furthest from the labour market to address inequalities.	The Youth Fund is a separate item.
On-going review of service to deliver efficiencies including departmental restructure, modernisation programme and shared services across functions.	Efficiency	Potential implications for staff	As specific proposals are put forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed.	Requires on-going service redesign to ensure efficiencies are delivered. The impact on staff will be carefully monitored.
<b>Regeneration Division</b>				
Savings to be achieved from review and rationalisation of project team budgets and strategic management costs across the regeneration function.	Efficiency	No equality impacts	Back office service is being managed in house	Impact on service delivery to be minimised. Impact on staff will be monitored.

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Savings achieved through reprioritisation of repairs and maintenance on commercial estate and rationalisation of GIS support services.	Efficiency	The professional fees available for GIS support will be limited resulting in a reduction in GIS support services for surveyors	Back office service is being managed in house.	Landlord & Tenant contractual liabilities will be affected. Service Charge income will be reduced. It will cost more in the future if the building is not maintained regularly.
Additional income arising from the Elephant & Castle project. This extra income is factored in as a one off addition, with a further review being undertaken in 2013/14	Income	Minimal impact on equality groups	Minimal impact	Benefit of advertising income can be mitigated against schemes within the development
Increased income from Council owned interests, such as ground rents, industrial estates, telecommunication assets.	Income	Cuts across all equality groups who are in small businesses.	Market research regarding commercial rentals.	Maintaining the economy in the community by protecting the High Streets.
<b>Planning Division</b>				



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Savings from review of the technical support area.	Efficiency	Potential impact on staff	As specific proposals are put forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed.	Impact on service will be minimal. Impact on staff will be monitored
A review of procedures to deliver a more effective public consultation process for planning applications has been carried out to move towards using technology and smarter ways of working.	Efficiency	Consultation processes will need to continue to focus on providing widespread access for and involvement of all sections of the community.	Large numbers of consultation letters are sent out and very few responses are received.	While a review of consultation procedures is needed, it will not be relied upon to deliver budget savings. Full equality analysis will be carried out as part of the review. Meanwhile, equivalent budget savings will be found elsewhere.

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Savings from review and restructure of the Development Management unit	Efficiency	Impact on staff	As specific proposals are put forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed.	This is a demand led service which is difficult to project accurately but monitored rigorously. The service will be managed internally and full equality analysis carried out at the time of decision making.
Restructuring of pre-application and other fees to encourage greater take-up for smaller applications and a higher charge for a more detailed service for larger applications	Income	Pre-application fees can more easily be covered as part of the development costs of larger commercial developments. This may be more difficult for smaller businesses and not for profit organisations	Benchmarking with other boroughs	Further investigation of costs and benefits to small developers of a paid pre-application service