

Environment

Equality impact assessment framework for budget proposals

Introduction: high level assessment

“The Council has a duty to ensure that an evidence base is prepared at an early stage and that equalities are considered at the start of the decision making process”.

In working through budget options departments should consider and document the needs of its service users and non users with specific reference to the equality strands as set out through Southwark's Equalities and Human Rights Scheme (but also giving consideration to the eight “protected characteristics” of the Equalities Act 2010). Consideration should be made as to whether the Council’s ability to meet these needs will be affected by initial budget proposals.

This initial assessment should take the form of a high level assessment of need and impact. When preparing these initial assessments departments and services should give due consideration to the following:

- What is the Council's duty to provide a service – is this a statutory or discretionary service or a combination of both?
- The profiling of the service
- High level assessment of the implications of service re-configuration, or service reduction giving particular consideration to those groups who may be disproportionately affect

Environment

Equalities impact assessment on budget options

The majority of services delivered by the Environment and Housing 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&H 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 these 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. An combined overall score is given.

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

Community Impact	
Rating	Description
0	No impact
1	Indirect impact on some of the community with potential for minor loss of service
2	Indirect impact on some of the community with some loss of service provision
3	Direct impact on sections of the community with some loss of service
4	Direct impact on large sections of the community with loss 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).

Public Realm

ID	Division / Business Unit	Description of Savings Proposal	Risks/Comments	Nature of service (S / D)	Area of highest impact	Geographic impact	Equalities impact rating	Community impact rating	Overall impact	Mitigation / control
1	Asset Management	Savings from revision of reactive street maintenance	Less planned maintenance leading to deterioration of road condition	S	None	All wards	0	0	0	Ensuring minimum standards will be maintained across the entire network
2	Asset Management	Reduced costs through procurement of new Highways Term Contract	Assumes a 2% reduction in term rates and a 25% reduction in clienting costs.	S	None	All wards	0	0	0	Ensuring standards will maintained across the entire network
3	Public Realm Projects	Reduce support and administration costs within Cleaner greener safer programme	Limit costs to those projects which can be capitalised. This will reduce the number of projects delivered.	D	All	All wards	0	2		Greater planning and coordination of schemes with current investment and capital programmes to deliver better value for money to the community
4	Parks & Open Spaces	Increase Cemetery and Crematorium fees and charges to Inner London Average.	Retroflexed with increased fees. Potential capital savings (procurement costs not considered). May need to be flexible with fees & charges, burial rights etc.	D	Lower incomes	All wards	1	1	2	Fees for public burials raised in line with inflation only. Children fees applied to wider age group.

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5	Parks & Open Spaces	Parks service re-organisation and service efficiencies	Service to be re-organised to revise levels of on-site presence and community outreach.	D	Parks users and interest groups	All wards	0	1	1	Signpost to alternate providers wherever possible
6	Parks & Open Spaces	Re-targeting environment grants programme	3 months notice required so 25% savings deferred to new year. The following projects would be put at risk: <ul style="list-style-type: none"> • Groundwork Southwark & Lambeth. • Surrey Docks Farm. • Walworth Garden Farm. • Pump house • Ecology grants officer 	D	Current users of services and facilities	All wards	2	3	5	Signpost to alternate providers wherever possible Offer assistance to groups in the process of sourcing alternate funding streams
7	South Dock Marina	Revised management arrangements for South Dock Marina	Plus potential capital savings (procurement costs not considered). Option to consider long lease arrangement.	D	Berth holders	Surrey Docks	0	1	1	Work with management company to ensure minimal impact on berth holders amenity

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8	Parking and network management	Parking Permits- Additional charges for high CO2 emission vehicles and charges for second and third vehicles.	Differential charging for higher polluting vehicles. DVLA model.	D	Car owners / low income	All wards	1	0	1	Communications around issues
9	Parking and network management	Savings resulting from rationalisation of school crossing patrol service	Aim to withdraw patrols from light controlled pedestrian crossings	D	School age children	All wards	3	3	6	Subject to Road safety risk assessment
10	Parking and network management	Reorganisation of Network Management team to include new London wide permitting scheme and other highway licensing functions	Aimed at meeting Traffic management act duties and improved management of road works	S	Statutory undertakers	All wards	0	0	0	
11	Parking and network management	Savings from no longer providing untaxed vehicle removal service.	Reduced demand for this service following improvements to national arrangements	D	DVLA	All wards	0	0	0	
12										

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13	Parking and network management	Reduced costs through procurement of new Parking Enforcement Contract	Assumes a greater reliance on use of latest technology. Current contractor to be given 6 months extension and new contract to start on 1/4/2012.	S	None	All wards	0	0	0	

Community Safety and Enforcement

ID	Division / Business Unit	Description of Savings Proposal	Risks/Comments	Nature of service (S / D)	Area of highest impact	Geographic impact	Equalities impact rating	Community impact rating	Overall impact	Mitigation / control
14		Reorganisation of Community Safety and Enforcement division by further reducing management posts	Submitted as part of last year's business planning with 320k savings for 10/11 and a further £200k for 11/12 but the latter was not considered by the Exec. The phasing of savings reflected the estimated redundancy costs payable in 2010/11. It is anticipated that these savings will be now be realised in 2010-11. The savings of £70k will be in addition to the ones already offered last year. This should not be overlooked when calculating the savings offered by this division for 2011-12	S	None	All wards	0	0	0	Redundancy cost savings will be picked up by the corporate centre.

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15	Community safety Partnership team	Reduce community safety officers	We will not be able to run as many educational programmes, in the street, on estates and in our schools.		Young people, wider community	All wards	4	3	7	Communications around issues / signpost to alternate providers wherever possible / integrate into other existing outreach programmes. The reductions are as a result of grant loss which will have a significant communities and equalities impact

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16	community safety partnership team	Merge Drugs and Alcohol strategy and commissioning teams into one unit	The risks will be the potential loss of focus on the treatment agenda of substance misuse in favour of the criminal justice and community safety agenda. The other risk is the funding and how to disentangle the PCT drugs funding from the existing SLAM funding arrangements	S	None	All wards	0	0	0	The team will ensure that they lead across all services for the Substance misuse treatment plan and ensure that service groups who are disproportionately affected are considered as part of our service planning. The team will ensure that an agreed budget is established at an early stage of the due diligence process with the council and PCT.
17	community safety and enforcement division	Carbon footprint reduction savings from more efficient use of office and support resources	Reduction in carbon tonnes emissions by 15% through reductions made at the Chaplain Centre.	NA	None	All wards	0	0	0	

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18	EHTS	Selective licensing of Houses in Multiple Occupations (HMOs) concentrating on ex LB Southwark properties	This will result in income from licensing of high risk HMO's in ex LBS stock. The risk relates to the non payments and potential prosecution of landlords for non payment	S	Tenants / landlords of HMOs	All wards	0	0	0	We will ensure that this is fully communicated to private sector landlords prior to the tart of this programme
19	EHTS	Restructure the principal enforcement officer posts	reduction in trading standard inspection functions	S	businesses	All wards	0	0	0	These are vacant posts which can be covered through realignment of resources
20	Wardens and Enforcement Service	Reorganise SASBU team in line with new legislative framework for tackling Anti Social Behaviour and managing high risk cases	reduction in capability to deal with serious nuisance and asb issues. Change in government legislation may ease this but the current assessment is that any current orders will be replaced by a swifter civil order, which will require specialist support and a realignment of resources	S	Residents / tenants / vulnerable adults / young people	All wards	3	4	7	The ability to tackle issues of serious anti social behaviour will be reduced and there will be an increased pressure on communities taking a stand in local areas

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21	Wardens and Enforcement Service	Split environmental enforcement to create a dedicated noise service providing a 7 day a week day time and Thursday, Friday and Saturday nights. Enforcement service to be amalgamated with wardens response team, covering 09:00- 22:00	It will probably be an entry route that is more attractive to younger people, hence there is a risk that over time there will be a reduction in experience within the service. We will not be delivering a noise and enforcement service 3 nights of the week which will impact on communities.	both	All Residents / tenants	All wards	1	4	5	Communication around the changes and the level of service provided.

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22	community safety Partnership team	Merger of Southwark Drugs and Alcohol team and Pool Treatment Budget commissioning across Lambeth and Lewisham	there would be reduced management costs but the main savings would be in the commissioning of treatment services with saving on the Pooled Treatment Budget DIP monies. with the plans for the PCT GP consortium arrangements and transfer of responsibility to the Public Health Authority within local councils, this is a real possibility. Lambeth and such use the same NHS provider and there are significant savings if we jointly commission and the ring fencing to solely problematic drug users is removed. Delaying until 13/14 will allow the above changes to bed in.	S	Communities and vulnerable clients with complex needs	All wards	0	0	0	Ensure hat there is sufficient time to enable a successful merger of functions and service demands are properly assessed

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23	community safety Partnership team	Service reorganised to fund provision of YOS Early Intervention Team £200k, Integrated management service £200k and SERVE programme, including mentor Costs £100k which were previously grant funded.	Reduction of grants funded internally by making savings of £500k. there will a loss of grants to the sum of £3.5m which will result in services stopping and support to vulnerable residents and communities being significant reduced	S	Current grant recipients	All wards	4	5	9	Re-profile core funding for partnership services and reallocate on a risk based approach. Further re-profiling across the council could b undertaken to support key community safety partnership services.
24	wardens and enforcement	Merge CCTV services with Lambeth and Lewisham	opportunity to merge the control room, contract management and maintenance arrangements to drive down costs. Risk is that Southwark actually spends considerable less on CCTV than Lambeth and Lewisham as such we need end up making less efficiencies.	D	Partnership agencies	All wards	0	0	0	Ensure that CCTV control room is digital thereby ensuring greater compatibility with neighbouring borough.

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25	Enforcement	Charging for HMO notices (new income) £30k. Increasing licensing charges (HMOs) - Potential increase in income of £10k	Risk is non achievement of the suggested income	D	HMO landlords	All wards	0	0	0	Commencement of the charging process as swiftly as possible in the new financial year
26	EHTS	Restructure the principal enforcement officer posts	Loss of professional officers to take reactive and proactive measures as part of our regulatory services	S	businesses	All wards	0	0	0	These are vacant posts and worked loads can be reprofiled
27	LTRC	Reduce two posts within the London training and Resource centre and review future during 2011/12	Potential loss of income for external training and development programmes	D		All wards	0	0	0	Ensure that we use the skills across the division to promote external training and educational programmes on community safety and enforcement

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28	OPTION 4:- wardens and enforcement team	Reorganise Community Wardens Service to focus on three key town centre locations and supported by a response team service linked directly to the retained but smaller environmental enforcement team	Reduced ability to cover key areas, school patrols, cover events, provide reassurance patrols. in addition, the Parks Service team to cover the 4 major parks will re trained. Officers to be more responsive and intelligence lead through daily taskings . for 2011/12 we would reduce the numbers in the teams by 5 posts. The Olympics in 2012 provides the council with the opportunity to offer the wardens service to other boroughs and Olympic sites which would cover staff costs where these are accepted. Action on this is already underway. The operational planning and additional resources is being assessed for a six month period, around the Olympic and Para-Olympic dates. The reason for this is the increased security arrangements prior to and post the events.	both	Community areas served by current wardens service	All wards	3	4	7	Ensuring there is a clear comms plan explaining what the service will and will not be able to cover. Building sufficient responsive flexibility into the service.

Business Support

ID	Division / Business Unit	Description of Savings Proposal	Risks/Comments	Nature of service (S / D)	Area of highest impact	Geographic Impact	Equalities impact rating	Community impact rating	Overall impact	Mitigation / control
29	Director's Office	Abolish Action Team and reconfigure services currently provided by the Street Leaders post	Redundancy costs for 4 staff. b/fwd to year 1 and reduced by £18k FRS 17 budget	D	Current volunteers	All wards	0	1	1	Migration of the streetleaders scheme to within CSE, and CGS programme work to the Community Engagement team

Sustainable Services

ID	Division / Business Unit	Description of Savings Proposal	Risks/Comments				Equalities impact rating	Community impact rating	Overall impact	Mitigation / control
				Nature of service (S / D)	Area of highest impact	Geographic Impact				
30		Restructure Divisional Management and Support including revising terms and conditions	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	D	None	N/A	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
31		Reduction in Accommodation costs following move from Manor Place Depot (one-off)	Premises overheads in Sustainable Services budget	D	None	Newington	0	0	0	

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33		Refund of one off budget given in 2010/11 - Installation/utilisation of Automatic Meter Reading (AMR) technology systems for the council's metering devices (water, gas, electric) for the purposes of billing and analysis.	It has been decided that leasing meter readers is the preferred approach. The cost associated with purchase can therefore be returned to the Council accounts	D	None	N/A	0	0	0	N/A
34		Contract savings from reduced total waste tonnage. This is offset by Shortfall on income receivable on PFI sinking fund due to lower than anticipated interest rates.	Current waste tonnages are below expectations. This means that less waste has to be disposed of and costs are reduced as a result	S	None	N/A	0	0	0	N/A
36		Cease external funding for disposal of non-household waste (furniture, IT equipment)	With a new waste facility being built, residents will be able to dispose of surplus furniture and IT equipment directly	D	Current service provider	N/A	0	1	1	The current service provider will be promoted by the Waste Team as an effective means of disposing of electrical throughout the authority

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							impact rating	impact rating	impact	
37		Phased-out spend on PFI advisors	With the new waste facility in construction phase, the need for specialist advice is reducing.	D	None	N/A	0	0	0	N/A
38		Introduction of more efficient ways of delivering Waste Policy and Sustainability agenda	Most moved to Public Realm. Reduction on remainder.	D	None	N/A	0	0	0	N/A
39		Use of spare capacity at Old Kent Road Site	The new waste facility has been designed to meet Southwark's needs for the next 25 years. This means that in the first few years of operation, spare capacity is available and can be used to process waste from neighbouring authorities in return for a fee	D	None	Livesey	0	0	0	N/A

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40		Efficiency savings from the refuse collection service contract to include further roll out of weekly food waste collections where feasible and a staged introduction of fortnightly collection of dry recyclables	Contract efficiencies have been sought from our waste collection and disposal partner, Veolia Environmental Services. They have also proposed service innovations that will lead to savings whilst maintaining excellent service delivery to residents	S	Borough-wide	N/A	0	0	0	N/A
41		Revised specification for street cleansing - alternate day litter picking	RISK - Impact on street cleanliness as litter may be present for up to 48 hours	S	All residents	N/A	0	3	3	Careful monitoring of cleanliness will be carried out and the service will be adjusted to minimise the impact of the reduced cleaning
42		Revised specification for street cleansing - cessation of night sweeping	RISK - Impact on street cleanliness as the main commuter areas may still be littered during the morning rush hour.	S	All residents	N/A	0	3	3	The day time cleaning schedules will be adapted to address early morning cleanliness issues

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							impact rating	impact rating	impact	
43		Better utilisation of mechanical sweeping 1 post & 1 vehicle	RISK - Impact on street cleanliness inspection results.	S	All residents	N/A	0	1	1	The cleaning service will remodel the mechanical sweeping schedules to minimise impact
44		Revised specification for street cleansing - monthly detritus clearance	RISK - Impact on street cleanliness as detritus may be present for up to 4 weeks (currently cleared fortnightly)	S	All residents	N/A	0	3	3	

Culture, Libraries, Learning and Leisure

ID	Division / Business Unit	Description of Savings Proposal	Risks/Comments	Nature of service (S / D)	Area of highest impact	Geographic Impact	Equalities impact rating	Community impact rating	Overall impact	Mitigation / control
45	Head of Service	Restructure divisional support services	Deletion of one vacant post	D	None	All wards	0	0	0	
46	Events	Rationalisation of Events programme to provide core funding for 3 major events.	Organisations/events/contributions affected are: Irish Festival, Bermondsey Carnival & Parade, LGBT contribution, Fireworks display, Thames Fest and Carnival del Pueblo. The Events contributes to the wider agenda of community cohesion and well-being.	D	All engaged groups, BME, LGBT	All wards	3	2	5	New approach proposed with three key events encompassing the whole community and being held in different geographical areas.
47	Arts	Reduce the major arts grants programme	Will have some impact on the various organisations funded. Will have to be profiled over 3 years because of varying contract end dates.	D	All funded organisations	All wards	2	3	5	Work with the Arts Council to identify alternative support and adjust SLAs downwards accordingly.
48	Arts	Cease the small arts grants programme	The small arts grants programme does not represent core funding for any organisation and should not, therefore affect the viability of recipients.	D		All wards	0	1	1	Advise on alternative funding sources.

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49	Arts	Rationalisation of Arts funding/contribution programme	Organisations affected include STEP, Camberwell Arts Festival, Blue Plaques, Celebrating Women, Artist in Residence			All wards	2	2	4	
50	Heritage & Museums	Lease Kingswood House to another organisation to generate income and reduce maintenance costs	Additional income generated through renting of currently unused space	D	None	College	0	0	0	
51	Heritage & Museums	Cease contribution to London Open House		D	None	All wards	0	0	0	
52	Heritage & Museums	Reduce the funding of the South London Gallery	Will have some impact on the Gallery but will not impact on sustainability.	D	Engaged community	The Lane, All wards	1	1	2	Phased reduction to enable the SLG Business Plan to be redrafted and alternative sources of funding to be considered.
53	Heritage & Museums	Reorganise Heritage staffing structure	Loss of one post through minor re-organisation			All wards	0	0	0	
54	Events / Arts	Reorganise Culture Management and Support staffing structure as impact of the above Culture savings	Reduction of one post in Events service	D	None	All wards	0	0	0	

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55	Leisure management & support	Redundancy budget no longer needed		D	None	All wards	0	0	0	
56	Leisure management & support	Reorganise Leisure management & support structure	Vacant post deleted	D	None	All wards	0	0	0	
57	Leisure facilities	Savings delivered by the new Leisure Management Agreement	Provided current investment programme continues and no long term closures	D	None	All wards	0	0	0	
58	Community Sports	Cease Sports Development including Southwark Community Games	This would mean the cessation of all sports development work across the borough, including Southwark Community Games, London Youth Games, and Sports Development, including Disability Sports.	D	All engaged groups, disability, young people	All wards	4	3	7	Proposal is to transfer remaining £300k to Children's Services for alternative youth sport provision
59	Leisure management & support	Reorganisation of management & support structure of Leisure (if sports development is reduced)	Review of management structure	D	None	All wards	0	0	0	

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60	Libraries	Review of Library services, including management structure to identify future efficiencies and savings to provide a more focused, effective service to the public.	Service to be reviewed in order to release savings in years 2 and 3 to the value of £397k. This will involve, refocusing and reshaping the service to maximise remaining resources. Terms of reference for the review not yet agreed.	S but not defined	All groups / library users	All wards	2	2	4	As review has not yet commenced it is too early to assess equalities impact of the potential outcomes.
61	Libraries	Cease the Housebound Library Services	Almost 500 elderly, variously disabled housebound people lose complete access to service.	S but not defined	Engaged residents, elderly, disability	All wards	5	5	10	Consider use of volunteers although this would require considerable management, administration and safety considerations, which would not enable the realisation of the full savings expected.
62	Libraries	Income generated from the new Canada Water Library	Risk of high fees reducing service uptake.	S but not defined	All groups/ library users	Surrey Docks, Rotherhithe	2	2	4	
63	Libraries	Efficiency savings from modern ways of working at the new Canada Water library		S but not defined		All wards	0	0	0	

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64	Libraries	Cease the Mobile Library service. In YR1 the discontinuation of the Mobile Library will incur net cost as the staff savings will not cover the early termination fee of £70k for the lease vehicle.	Potential for some groups including children and older people, experiencing reduced access to the library service.	S but not defined	Engaged residents, elderly, disability	All wards	3	3	6	Re-direct current mobile library users to nearest branch library and to online services as appropriate.