

## EqIA of 2011/12 Council budget

### 1. Departmental information and audit trail

Council department	Regeneration and Neighbourhoods
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### 2. Vision / aims and objectives

Departmental vision statement	To transform Southwark as a place to live in, work in and visit through the sustainable regeneration of our neighbourhoods, an excellent standard of urban design and by ensuring a range of high quality housing and accessible employment opportunities to enable people to reach their full potential.
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### 3. 2011/12 budget proposals

Budget "headlines"	<p>In developing budget proposals service heads have committed to delivering savings which, as far as possible, maintain front line and direct customer provision, specific targeted and commissioned services and to achieve this through seeking efficiencies in back office support, more efficient cross department working and maximising income.</p> <p>Where there are proposals to maintain non-statutory initiatives this is with a view to the service user and cost-saving impact these services have on statutory provision. This is particularly reflected in services which may prevent customers needing to access statutory services and where services enable customers to become more economically independent and self-reliant.</p> <p>It is likely that proposals will disproportionately impact on the most disadvantaged and vulnerable groups and geographical areas in the borough and that further reductions in budget will result in an increase in the gap between the most and least disadvantaged people and places. Mitigation of the impacts has been by: managing budget/savings through back office efficiencies and streamlining; maintaining front-line, direct and needs-targeted services as far as possible; and contract re-negotiation in order to maintain and maximise value and service.</p> <p>The majority of services within regeneration are spatially and/or need/demand led and, as such, unlikely to discriminate against a single individual, community or area.</p> <p>Budget proposals made in other departments are likely to have implications for the services provided by the Regeneration and Neighbourhood department, however details are not yet known and therefore full implications have not been explored.</p>
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	As noted below, specific divisional/business unit and/or service area EqlAs will be carried out once the full detail of the budget and its implications are known.
<b>3. Service users</b>	
Service users	<p>Residents across all housing tenures, visitors and businesses in the borough are all beneficiaries of regeneration schemes.</p> <p>Regeneration activity is targeted towards the more deprived areas and disadvantaged groups in the borough and, therefore, there is a disproportionate negative impact on these groups from any service reduction.</p> <p>The department's client groups include:</p> <ul style="list-style-type: none"> <li>• Existing council tenants and on the waiting list;</li> <li>• Vulnerable people including elderly, disabled/long term ill, homeless, care-leavers;</li> <li>• Those on low income, with low skills and/or poor employment opportunities;</li> </ul> <p>In addition, Regeneration &amp; Neighbourhoods provides support services for small businesses and voluntary sector organisations.</p>
<b>3. Process</b>	
Information from departmental EqlA	<p>The department works externally and internally to ensure it achieves its objectives under equality &amp; diversity and ensures that the key drivers for its priorities, its policies and strategies, as well as the EqlAs which support these, meet the requirements of the Southwark Equalities &amp; Human Rights scheme 2008-11. These include the recently agreed Housing Strategy, LDF/Core Strategy and Employment and Enterprise Strategies, which have all included comprehensive equalities impact assessments and consideration.</p> <p>These have been developed using extensive data on residents and service users in the borough. Although not specifically carried out on the budget proposals these documents clearly influenced the priorities included in the strategies and policies, set the direction for the department and provide a comprehensive understanding of the service users.</p> <p>Further impact assessments are in place for specific delivery, areas and policy documents. Specific divisional/business unit EqlAs will be carried out once the full detail of the budget and its implications are known.</p> <p>The department is aware that driving efficiencies and savings via back-office functions, in order to maintain services and improvements in the borough and for the residents, visitors and businesses, has potential implications for staff. Any actions taken will follow the council's agreed processes and procedures and be supported by the Human Resources function in order to minimise negative impact for staff and reduce risk for the council.</p> <p>Work will be on-going with other departments to minimise any multiple impacts and to avoid both multiple discriminatory impacts and "knock-on" impacts, ie where savings in one service have a direct impact on delivery, funding or demand for other provision.</p>

### 3. Equality issues identified through departmental EqIA processes

Budget proposal	Type of saving	Equality impacts / disproportionate impact or discrimination identified <sup>1</sup>	Evidence gathered	Mitigation / further action
On-going review of service to create additional efficiencies from corporate initiatives including departmental restructure, modernisation programme shared services between to departments	Efficiency	Potential implications for staff	A detailed EQIA will be conducted at the time of implementation. Any actions taken will follow the council's agreed processes and procedures and be supported by the Human Resources function in order to minimise negative impact for staff and reduce risk for the council.	Requires on-going service redesign to ensure efficiencies are delivered.  The impact on staff will be carefully monitored
End of the government's Working Neighbourhoods Fund, with a loss of £3.2M which previously supported the LBS Economic Development commissioning programme	Service Reduction	Cut impacts on the sustainability of voluntary and community sector providers working with disadvantaged communities and on priority groups impacted by worklessness as identified in the Southwark Economic Development Strategy: eg workless residents with multiple barriers to finding and sustaining work (health needs; disabled people; families with young dependents; lone parents; young people 18-24 inc NEET group; BME communities; ex-offenders. The reduction of WNF funding will also impact on current business support services for businesses in deprived areas, and those led by BME groups, young people, women.	A detailed EqIA will be conducted throughout the commissioning process for 2011-2012 and will feed into the annual review of the Southwark Economic Development Strategy EqIA.	Development of a 2011/12 prospectus for commissioning to determine priorities for funding taking into account changes in mainstream provision by DWP/JCP; compounded impacts of other reduced funding streams such as the LDA/London Councils; and those groups and communities of residents who are most at risk of negative impact through lack of employment/enterprise support. e.g. residents claiming Incapacity Benefit; Lone Parents, ex-offenders; young people  Also work to support VCS employment and skills providers in the borough to adapt to wider reduction of council funding & bid for

				other funding opportunities through the DWP Single Work Programme and the Big Lottery Transitions Fund in partnership with Community Action Southwark, and supported by Community Engagement.
Reduction in revenue expenditure across a number of headings including consultants to carry out more work in house together with increased income levels from the commercial estate	Efficiency	No equality impacts	Monitoring forms are sent to all tenants, however few are returned which means we have insufficient data. However, the processes are part of the normal letting cycle and therefore any disproportionate impact on an equalities group would also reflect the success of previous efforts to ensure that equalities are being considered in the advertising of properties and the application process	Existing teams will be required to undertake additional duties with less reliance on external consultants
Mainstreaming access officer post functions within existing staffing structures	Efficiency	Service specifically aimed at priority group.	All activities of post and alternative means of providing have been identified	Work will be reallocated within the Planning and Transport Division. This requires a programme of implementation to ensure that functions are effectively mainstreamed
Savings arising from a change in the procurement of partnership services (20k) and the surrender of vacant 0.5 project officer post budget originally slated for match funding.	Efficiency	Road safety services are of particular importance to carers, children and more deprived communities	Services will continue to be delivered by reallocation and use of remaining resources	Work will be reallocated within the Planning and Transport Division – required programme of implantation to ensure that functions are effectively mainstreamed.
Ending partnership arrangement for supply of Road Safety Team Leader and transferring to Southwark staff	Efficiency	No equalities impacts	No effect on service	No impact - Following change in transport planning employment market no advantage in Mouchel partnering contract for most services

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	Efficiency	No direct effect on priority client groups. Main impact is on developers with potential improved (although charged) service to householders	Inconsistent service to householders to be improved	Continue to use waiver of fees in appropriate cases to support community projects where appropriate
Mainstreaming of the vacant Design Review Panel support officer post	Efficiency	No equality impacts	n.a	Duties will be redistributed among the team which may require some reprofiling of the programme for producing conservation area reviews and character assessments. Impact on service will be minimal
Service re-organisation resulting in staffing reduction.		Potential impact on staff	A detailed EQIA will be conducted at the time of implementation. Any actions taken will follow the council's agreed processes and procedures and be supported by the Human Resources function in order to minimise negative impact for staff and reduce risk for the council.	Proposed general services restructure would result in the deletion of net 3 FTE posts in 2011/12, but it is expected that all the current post holders would have retired by the end of 2010/11, therefore no potential redundancy implication. Some functions will be managed in a different way and commissioning activity will significantly reduce post WNF & savings. Any impact on staff will be carefully monitored.
Reduction in administrative costs	Efficiency	Potential impact on staff	N/a. A detailed EQIA will be conducted at the time of implementation. Any actions taken will follow the council's agreed processes and procedures and be supported by the Human Resources function in order to minimise negative impact for staff and reduce risk for the council.	The impact on the Housing Registrations Team can be contained within the way the service is delivered in the future. Impact on service will be minimal and the impact on staff will be carefully monitored.
Review and rationalisation of the Housing Registration Team filled	Efficiency	Potential impact on staff	A detailed EQIA will be conducted at the time of implementation. Any actions taken will follow the council's agreed processes and procedures and be supported by the Human Resources function in order to minimise negative impact for staff and reduce risk for the	Impact on service will be minimal. Impact on staff will be monitored.

			council.	
Restructure of service deleting 7 FTEs partially offset by creation of new roles (net position)	Efficiency	Impact on staff	A detailed EQIA will be conducted at the time of implementation. Any actions taken will follow the council's agreed processes and procedures and be supported by the Human Resources function in order to minimise negative impact for staff and reduce risk for the council.	Redundancy costs for 2 positions will need to be met in 2011/12. Increased contract management functions will have to be carried out by Deputy Managers and other Team Managers
Savings to be achieved from review and rationalisation of project team budgets within Major Project areas.	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.
Reduction in Director and Business support Professional fee/consultants budgets	Service Reduction	No equality impacts	Back office service is being managed in house	The ability to commission external professionals for cross- departmental projects or work would be affected.
Reduce R & M on commercial estate and reduction in GIS support services	Service Reduction	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.
Re-organisation of the Planning Technical Support function resulting in the deletion of up to 2 posts	Service Reduction	Unlikely to have direct effect on service delivery	Further detailed EqIAs needed when specific proposals are confirmed	This will result in two less posts in the Development Management team but the structure should result in more efficient processing.

Discontinue specialist planning aid services provided by Willowbrook and revert to using Planning Aid for London	Service Reduction	Service has a significant but not exclusive focus on BME residents, community groups, faith groups and smaller sized businesses.	Separate detailed EqIA carried out in relation to decision to discontinue funding in December 2010	Local residents will need to be redirected to Planning Aid for London rather than receiving the service through a specialist local organisation.
Review and rationalisation of Private Tenancies Team	Service reduction	Service users disproportionately female and from a black and minority ethnic community.	Customer surveys and customer contact database	Risk of increased homelessness approaches from private sector housing tenants who have been unlawfully evicted as a result of this service reduction
Year 1 -deletion of 1 post and includes reductions in equipment budget (post filled)	Service Reduction	Elderly people, human rights, women	Customer surveys and customer contact database	Lower capacity to provide older people with telecare assessments to support them to remain in their own homes. Possible increase in hospital and residential care admissions but mitigated by transfer to Occ Therapy Service
Review and rationalisation of the management structure within support services	Service Reduction	Vulnerable homeless people, including those with mental and/or or physical health problems, alcohol and substance misuse problems, care leavers, young offenders etc. Significant proportion of service users are BME households	Customer surveys and customer contact database	The impact on services to vulnerable homeless people may be mitigated to some extent by passing responsibility to all support officers to place and monitor referrals into supported accommodation although there is a risk that homeless prevention may be affected without a specialist role overseeing the liaison with support projects.
Reduction in funds used to provide emergency furniture for resettlement clients.	Service Reduction	Vulnerable homeless people (as above).	Customer surveys and customer contact database	Can mitigate by establishing links with voluntary sector and assistance with social fund applications.
Reduction in business support posts. (2x FTE)	Service Reduction	Potential impact on staff	Any actions taken will follow the council's agreed processes and procedures and be supported by the Human Resources function in order to minimise negative impact for staff and reduce risk for the council.	Dependent on divisional re-structure. Impact on staff will be carefully monitored.
Delete 2 x FTE posts,	Service Reduction	Older people	Customer surveys and customer	This may have some impact on private

Housing Renewal.		people with disabilities	contact database	sector housing improvement works, and may also result in reduced resources coming in to the borough and capacity.
Year 1 - Review and rationalisation of 2.5m FTEs Caseworker posts all filled	Service reduction	Women Families Vulnerable homeless people/health issues BME (see above)	Customer surveys and customer contact database	This is a demand led service. Based on current homeless approach levels, this reduction of 2.5 posts will be the bare minimum for the service to operate and be able to deliver the Council's statutory responsibilities to homeless households. Any small increase in the demand (as anticipated as a result of the Government's welfare benefits changes) for the service means staff would struggle to cope with the reduction in staff and any small rise in approaches would have an immediate and severe impact on the ability of the service to meet statutory targets and could lead to increases in the number of households in temporary accommodation, at significant cost to the Council
TA Model - Reduction in placements in temporary accommodation	Service Reduction	Women Families Vulnerable homeless people, possibly with health issues BME (see above)	Customer surveys and customer contact database	This is a demand led service. This saving is regarded as an extremely high risk area and will need to be monitored as part of the council's TA modelling and kept under regular review. The risk can be mitigated against by negotiating reductions in B&B costs and acquiring some more second stage TA but it must be stressed that if this saving is accepted, the risk of budget overspend remains very high if homelessness demand increases as is anticipated as a result of the government's welfare benefit changes.
Reduce procurement post grading and difference in budget and funding in performance and policy/communications	Service reduction	Potential impact on staff	Any actions taken will follow the council's agreed processes and procedures and be supported by the Human Resources function in order to minimise negative impact	Minimal impact on service. Realignment of cost centre minimal impact/less communications across the division.

budget for divisions			for staff and reduce risk for the council.	
Review of Housing Options teams resources (1 x filled)	Service reduction	BME, women, young people, low earners etc	Customer contact database, casework records	Decreased capacity to give full telephone housing advice requiring careful management of potential increased demand in face to face advice.
Review of Housing Options teams resources, specifically for TAL (1x filled term)	Efficiency	Potential impact on staff.	Customer contact database, casework records	Aiming to ensure minimal impact on service. Any impact on staff will be carefully monitored and managed through the Councils HR procedures.
Rationalisation of public consultation on planning applications following review of procedures	Service Reduction	None disproportionately	Limited information available. Monitoring forms submitted with planning applications.	The risk of incomplete coverage, complaints and therefore reduced service quality must be recognised but can be mitigated as long as a thorough review of consultation procedures is undertaken to ensure that more effective, targeted or focused consultation is retained. The overall service to planning applicants and objectors will need to be adjusted while ensuring that statutory targets are still met.
Further review of the technical support area.	Service Reduction	None disproportionately.	n/a	This is a demand led service and review of work to be managed internally. The impact of which will be carefully monitored.
Review and restructure of the Development Management unit	Service Reduction	Impact on staff	n/a	This is a demand led service which is difficult to project accurately but monitored rigorously. The service will be managed internally and a full EQIA carried out at the time of decision making
Management restructure of the Transport Planning unit	Service Reduction	Impact on staff	n/a	Less resources available to carry out transport improvement projects which will need to be managed internally. To be monitored and an EQIA carried out at the time of decision making
Reduction in commissioning budget. This is against the backdrop of the loss of WNF	Service Reduction	Young people with low skills and less employment prospects BME	Insight from development of strategies	Process will shift to prospectus-led commissioning targeting highest needs.

allocation from April 2011.		People with English as a second language		
Deletion of G10 post (investment projects)	Service Reduction	Residents living in deprived areas, commonly fall in to several equality groups.	n/a	Lack of resources to invest in deprived areas. To be monitored and an EQIA carried out at the time of decision making.
Delete currently vacant Housing Renewal Manager post	Service Reduction	Older people BME Disabled Low income groups including families	Customer case files, monitoring forms and customer surveys.	The role would need to be subsumed into the existing structure
Changes to bank holiday shifts	Service Reduction	Older people Vulnerable/low income Disabled.	Customer records.	This may have its risks, mitigated by caretaker cover where possible.
Restructure of supported hostels service: deleting 1.5 FTE (4 staff affected) equivalent and creating 1x night worker hay 4. This will result in a net saving of 0.5 FTE	Service Reduction	Low income Disabled BME Women	Customer records and surveys	May result in lack of service due to no cover being provided to clients.
Reduction of 0.5 Information Officer	Service Reduction	Young people Women	n/a	Deleting this role will result in NOTIFY data not being uploaded, this may impact on safety of families being tracked through the database
Restructure of Housing Renewal team leading to loss of one Hay 8 post	Service Reduction	Impact on staff	n/a	Service redesign to be managed internally. This will be carefully monitored and an impact assessment carried out at the time of the review.
Delete monitoring/support officer	Service Reduction	Elderly Women	Customer records	Less capacity to provide emergency responses to community alarm service users. This could be partly offset by establishing a criteria for the provision of client responses but effect of year proposal takes service to below viable level.
Reduction of 1 FTE Placements Officer	Service Reduction	BME Women Impact on staff	Customer records	Managed internally and monitored carefully.

Review of Housing Options teams resources, (1 x filled)	Service reduction	Families Women Low income BME	Customer records	Demand led service. Decreased capacity to deliver effective homelessness prevention advice and assistance on Finders Fee during period of anticipated increased demand
Review of Housing Options management capacity (filled mgr)	Service reduction	Families Women Low income BME	Customer records	Demand led service. Dependent on divisional re-structure