

CABINET

Wednesday, 3 December 2014 at 5.30 p.m.

C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London,
E14 2BG

The meeting is open to the public to attend.

Members:

Mayor Lutfur Rahman	
Councillor Oliur Rahman	(Deputy Mayor and Cabinet Member for Economic Development (Jobs, Skills and Enterprise))
Councillor Ohid Ahmed	(Cabinet Member for Community Safety)
Councillor Shahed Ali	(Cabinet Member for Clean and Green)
Councillor Abdul Asad	(Cabinet Member for Health and Adult Services)
Councillor Alibor Choudhury	(Cabinet Member for Resources)
Councillor Shafiqul Haque	(Cabinet Member for Culture)
Councillor Rabina Khan	(Cabinet Member for Housing and Development)
Councillor Aminur Khan	(Cabinet Member for Policy, Strategy and Performance)
Councillor Gulam Robbani	(Cabinet Member for Education and Children's Services)

[The quorum for Cabinet is 3 Members]

Public Information:

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Contact for further enquiries:

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Web: <http://www.towerhamlets.gov.uk/committee>

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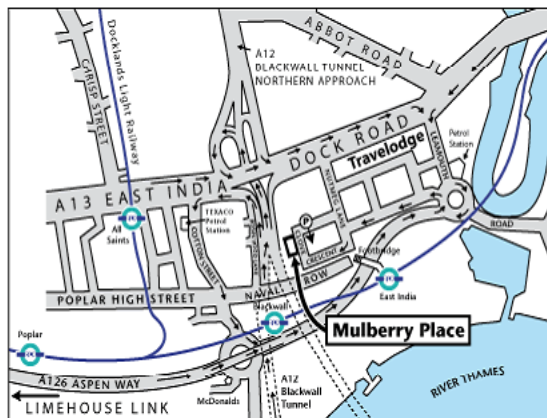
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A Guide to CABINET

Decision Making at Tower Hamlets

As Tower Hamlets operates the Directly Elected Mayor system, **Mayor Lutfur Rahman** holds Executive powers and takes decisions at Cabinet or through Individual Mayoral Decisions. The Mayor has appointed nine Councillors to advise and support him and they, with him, form the Cabinet. Their details are set out on the front of the agenda.

Which decisions are taken by Cabinet?

Executive decisions are all decisions that aren't specifically reserved for other bodies (such as Development or Licensing Committees). In particular, Executive Key Decisions are taken by the Mayor either at Cabinet or as Individual Mayoral Decisions.

The constitution describes Key Decisions as an executive decision which is likely

- a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the borough.

Upcoming Key Decisions are published on the website on the 'Forthcoming Decisions' page through www.towerhamlets.gov.uk/committee

Published Decisions and Call-Ins

Once the meeting decisions have been published, any 5 Councillors may submit a Call-In to the Service Head, Democratic Services requesting that a decision be reviewed. This halts the decision until it has been reconsidered.

- The decisions will be published on: **Friday, 5 December 2014**
- The deadline for call-ins is: **Friday, 12 December 2014**

Any Call-Ins will be considered at the next meeting of the Overview and Scrutiny Committee. The Committee can reject the call-in or they can agree it and refer the decision back to the Mayor, with their recommendations, for his final consideration.

Public Engagement at Cabinet

The main focus of Cabinet is as a decision-making body. However there are opportunities for the public to contribute.

1. Public Question and Answer Session

Before the formal Cabinet business is considered, up to 15 minutes are available for public questions on any items of business on the agenda. Please send questions to the clerk to Cabinet (details on the front page) by **5pm the day before the meeting**.

2. Petitions

A petition relating to any item on the agenda and containing at least 30 signatures of people who work, study or live in the borough can be submitted for consideration at the meeting. Petitions must be submitted to the clerk to Cabinet (details on the front page) by: **Thursday, 27 November 2014 (Noon)**

LONDON BOROUGH OF TOWER HAMLETS

CABINET

WEDNESDAY, 3 DECEMBER 2014

5.30 p.m.

PUBLIC QUESTION AND ANSWER SESSION

There will be an opportunity (up to 15 minutes) for members of the public to put questions to Cabinet members before the Cabinet commences its consideration of the substantive business set out in the agenda.

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS (Pages 1 - 4)

To note any declarations of interest made by Members, including those restricting Members from voting on the questions detailed in Section 106 of the Local Government Finance Act, 1992. See attached note from the Monitoring Officer.

3. UNRESTRICTED MINUTES

PAGE NUMBER	WARD(S) AFFECTED
5 - 14	

The unrestricted minutes of the Cabinet meeting held on 5 November 2014 are presented for information.

4. PETITIONS

To receive any petitions.

5. OVERVIEW & SCRUTINY COMMITTEE

5.1 Chair's Advice of Key Issues or Questions in Relation to Unrestricted Business to be Considered

5.2 Any Unrestricted Decisions "Called in" by the Overview & Scrutiny Committee

(Under provisions of Article 6 Para 6.02 V of the Constitution).

UNRESTRICTED REPORTS FOR CONSIDERATION

6. A GREAT PLACE TO LIVE

6 .1	Interim Disposals Programme	15 - 24	St Dunstan's
6 .2	Draft South Quay Masterplan (Supplementary Planning Document)	25 - 34	Blackwall & Cubitt Town; Canary Wharf
6 .3	Renewal of Temporary Accommodation Lease - Relta Ltd	35 - 42	All Wards
6 .4	Rights of Light - City Pride Development (to follow)		Canary Wharf

7. A PROSPEROUS COMMUNITY

7 .1	Provisional Exam Results 2014	43 - 50	All Wards
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8. A SAFE AND COHESIVE COMMUNITY

Nil items.

9. A HEALTHY AND SUPPORTIVE COMMUNITY

Nil items.

10. ONE TOWER HAMLETS

10 .1	Single Equality Framework 14/15 and Single Equality Framework 2013/14 end of year monitoring	51 - 112	All Wards
10 .2	Medium Term Financial Plan Update	113 - 342	All Wards

11. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

12. UNRESTRICTED REPORTS FOR INFORMATION

12 .1	Exercise of Corporate Directors' Discretions	343 - 348	All Wards
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13. EXCLUSION OF THE PRESS AND PUBLIC

In view of the contents of the remaining items on the agenda, the Committee is recommended to adopt the following motion:

“That, under the provisions of Section 100A of the Local Government Act, 1972 as amended by the Local Government (Access to Information) Act, 1985, the Press and Public be excluded from the remainder of the meeting for the consideration of the Section Two business on the grounds that it contains information defined as Exempt in Part 1 of Schedule 12A to the Local Government, Act 1972”.

EXEMPT/CONFIDENTIAL SECTION (PINK)

The Exempt / Confidential (Pink) Committee papers in the Agenda will contain information, which is commercially, legally or personally sensitive and should not be divulged to third parties. If you do not wish to retain these papers after the meeting, please hand them to the Committee Officer present.

14. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

15. OVERVIEW & SCRUTINY COMMITTEE

15 .1 Chair's Advice of Key Issues or Questions in Relation to Exempt / Confidential Business to be Considered.

15 .2 Any Exempt / Confidential Decisions "Called in" by the Overview & Scrutiny Committee

(Under provisions of Article 6 Para 6.02 V of the Constitution).

EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION

16. A GREAT PLACE TO LIVE

16 .1 Interim Disposals Programme

St Dunstan's

17. A PROSPEROUS COMMUNITY

Nil items.

18. A SAFE AND COHESIVE COMMUNITY

Nil items.

19. A HEALTHY AND SUPPORTIVE COMMUNITY

Nil items.

20. ONE TOWER HAMLETS

Nil items.

21. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS CONSIDERED TO BE URGENT

22. EXEMPT / CONFIDENTIAL REPORTS FOR INFORMATION

Nil items.

Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE MONITORING OFFICER

This note is for guidance only. For further details please consult the Members' Code of Conduct at Part 5.1 of the Council's Constitution.

Please note that the question of whether a Member has an interest in any matter, and whether or not that interest is a Disclosable Pecuniary Interest, is for that Member to decide. Advice is available from officers as listed below but they cannot make the decision for the Member. If in doubt as to the nature of an interest it is advisable to seek advice **prior** to attending a meeting.

Interests and Disclosable Pecuniary Interests (DPIs)

You have an interest in any business of the authority where that business relates to or is likely to affect any of the persons, bodies or matters listed in section 4.1 (a) of the Code of Conduct; and might reasonably be regarded as affecting the well-being or financial position of yourself, a member of your family or a person with whom you have a close association, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward affected.

You must notify the Monitoring Officer in writing of any such interest, for inclusion in the Register of Members' Interests which is available for public inspection and on the Council's Website.

Once you have recorded an interest in the Register, you are not then required to declare that interest at each meeting where the business is discussed, unless the interest is a Disclosable Pecuniary Interest (DPI).

A DPI is defined in Regulations as a pecuniary interest of any of the descriptions listed at **Appendix A** overleaf. Please note that a Member's DPIs include his/her own relevant interests and also those of his/her spouse or civil partner; or a person with whom the Member is living as husband and wife; or a person with whom the Member is living as if they were civil partners; if the Member is aware that that other person has the interest.

Effect of a Disclosable Pecuniary Interest on participation at meetings

Where you have a DPI in any business of the Council you must, unless you have obtained a dispensation from the authority's Monitoring Officer following consideration by the Dispensations Sub-Committee of the Standards Advisory Committee:-

- not seek to improperly influence a decision about that business; and
- not exercise executive functions in relation to that business.

If you are present at a meeting where that business is discussed, you must:-

- Disclose to the meeting the existence and nature of the interest at the start of the meeting or when the interest becomes apparent, if later; and
- Leave the room (including any public viewing area) for the duration of consideration and decision on the item and not seek to influence the debate or decision

When declaring a DPI, Members should specify the nature of the interest and the agenda item to which the interest relates. This procedure is designed to assist the public's understanding of the meeting and to enable a full record to be made in the minutes of the meeting.

Where you have a DPI in any business of the authority which is not included in the Member's register of interests and you attend a meeting of the authority at which the business is considered, in addition to disclosing the interest to that meeting, you must also within 28 days notify the Monitoring Officer of the interest for inclusion in the Register.

Further advice

For further advice please contact:-

- Meic Sullivan-Gould, Interim Monitoring Officer, 020 7364 4800
- John Williams, Service Head, Democratic Services, 020 7364 4204

APPENDIX A: Definition of a Disclosable Pecuniary Interest

(Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, Reg 2 and Schedule)

Subject	Prescribed description
Employment, office, trade, profession or vacation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	<p>Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by the Member in carrying out duties as a member, or towards the election expenses of the Member.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
Contracts	<p>Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority—</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	<p>Any tenancy where (to the Member's knowledge)—</p> <p>(a) the landlord is the relevant authority; and</p> <p>(b) the tenant is a body in which the relevant person has a beneficial interest.</p>
Securities	<p>Any beneficial interest in securities of a body where—</p> <p>(a) that body (to the Member's knowledge) has a place of business or land in the area of the relevant authority; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>

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LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE CABINET

HELD AT 5.35 P.M. ON WEDNESDAY, 5 NOVEMBER 2014

**C1, 1ST FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE CRESCENT,
LONDON, E14 2BG**

Members Present:

Mayor Lutfur Rahman	
Councillor Ohid Ahmed	(Cabinet Member for Community Safety)
Councillor Shahed Ali	(Cabinet Member for Clean and Green)
Councillor Abdul Asad	(Cabinet Member for Health and Adult Services)
Councillor Alibor Choudhury	(Cabinet Member for Resources)
Councillor Shafiqul Haque	(Cabinet Member for Culture)
Councillor Rabina Khan	(Cabinet Member for Housing and Development)
Councillor Aminur Khan	(Cabinet Member for Policy, Strategy and Performance)
Councillor Gulam Robbani	(Cabinet Member for Education and Children's Services)

Other Councillors Present:

Councillor Mahbub Alam	(Executive Advisor on Adult Social Care)
Councillor Shah Alam	
Councillor Gulam Kibria Choudhury	
Councillor Marc Francis	
Councillor Peter Golds	(Leader of the Conservative Group)
Councillor Danny Hassell	
Councillor Abjol Miah	
Councillor Md. Maium Miah	

Apologies:

Councillor Oliur Rahman	(Deputy Mayor and Cabinet Member for Economic Development (Jobs, Skills and Enterprise))
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Others Present:

Graham Fisher	(Fairness Commissioner)
Mustafa Ibrahim	(Fairness Commissioner)
Lindsey Mackie	(Fairness Commissioner)

Officers Present:

Andy Bamber	(Service Head Safer Communities, Crime Reduction Services, Communities, Localities and Culture)
Aman Dalvi	(Corporate Director, Development & Renewal)
David Galpin	(Service Head, Legal Services, Law Probity & Compliance)

	Governance)
Stephen Halsey	(Head of Paid Service and Corporate Director Communities, Localities & Culture)
Chris Holme	(Acting Corporate Director - Resources)
Robert McCulloch-Graham	(Corporate Director, Education Social Care and Wellbeing)
Raju Miah	(Communications Adviser)
Jackie Odunoye	(Service Head, Strategy, Regeneration & Sustainability, Development and Renewal)
Louise Russell	(Service Head Corporate Strategy and Equality, Law Probity & Governance)
Sarah Finnegan	(Senior Strategy Policy and Performance Officer, Corporate Strategy and Equality Service, Chief Executive's)
John McDermott	(Deputy Service Head Media Relations and Analysis)
Matthew Mannion	(Committee Services Manager, Democratic Services, LPG)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of:

- Councillor Oliur Rahman (Deputy Mayor and Cabinet Member for Economic Development (Jobs, Skills and Enterprise))
- Councillor Joshua Peck, (Chair of the Overview and Scrutiny Committee)
- Robin Beattie (Service Head, Strategy and Resources, Communities, Localities and Culture)

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS

None were declared.

3. UNRESTRICTED MINUTES

The unrestricted minutes of the Cabinet meeting held on 1 October 2014 were noted.

4. PETITIONS

Nil items.

5. OVERVIEW & SCRUTINY COMMITTEE

5.1 Chair's Advice of Key Issues or Questions in Relation to Unrestricted Business to be Considered

A number of pre-scrutiny questions in relation to items on the agenda were **tabled** on behalf of the Overview and Scrutiny Committee. Officers and

Members responded to the questions during consideration of the relevant items.

5.2 Any Unrestricted Decisions "Called in" by the Overview & Scrutiny Committee

Nil items.

6. A GREAT PLACE TO LIVE

6.1 Watts Grove - Selection of preferred bidder

Councillor Rabina Khan, Cabinet Member for Housing and Development, introduced the report. She welcomed the report stating that this was a development of 149 much needed affordable homes.

During discussion of the report she responded to questions agreeing that infrastructure was important to support new housing and that was programmed into the development project. She also responded to the Pre-Scrutiny question from the Overview and Scrutiny Committee explaining that the Best Value review had no impact as the Council was not disposing of the site.

Finally, she highlighted a small amendment to the report although stated that this did not change the report overall.

3.9 Original Financial Framework

Bidder	Tender Sum	Evaluated Score
Bidder 2	£22,984,584.60 £22,787,334,60	60%
Bidder 3	£23,210,758.00	59.42% 58.91%
Bidder 1	£24,980,861.97 £24,831,861.97	55.21% 55.06%

3.10 Overall Evaluation Scores

Rank	Supplier	Quality Score	Price Score	Total Score
1	Bidder 3	31.20%	59.42% 58.91%	90.62% 90.11%
2	Bidder 2	26.52%	60%	86.52%
3	Bidder 1	29.9%	55.21% 55.06%	85.11% 84.96%

The **Mayor** welcomed the report and **agreed** the recommendations as set out.

RESOLVED

1. To agree the selection of bidder 3 as the preferred bidder following the outcome of the tender evaluation process in October 2014;
2. To authorise officers to nominate the second highest bidder as a reserve and to authorise the Corporate Director of Development and Renewal, to call upon this reserve if the preferred bidder's contractual position deviates significantly from that tendered or if their bid is withdrawn;
3. To note that the tender evaluation in October 2014 has taken place prior to obtaining detailed planning approval, anticipated for December 2014;
4. To note that as a result of the timing of the planning application, provisional sums have been provided in the tenders for planning conditions which will be quantified with the preferred bidder following anticipated planning approval in December;
5. To authorise the Corporate Director, Development and Renewal, following consultation with the Service Head – Legal Services, to agree and enter into the terms and conditions of any agreements required to implement recommendation 1 (or recommendation 2 if so required) and progress the Watts Grove project;
6. To note that a capital estimate to the value of £26.33 million for the development of the Watts Grove Depot site has been incorporated within the Council's capital programme;
7. To note the development is funded from £6.9m GLA funding and £19.43m of the council's own resources and that a requirement of the GLA funding is that the scheme must start on site no later than March 2015;
8. To agree that the Watts Grove depot site will no longer be required for use as a depot by the Council, from the date on which it is vacated in accordance with the depot strategy.
9. To authorise the Corporate Director, Development and Renewal, following consultation with the Service Head – Legal Services, to appropriate the land for housing purposes.

6.2 New Homes - Development Schemes at 4 New Sites

Councillor Rabina Khan, Cabinet Member for Housing and Development, introduced the report. She highlighted that this project would result in 500 new homes by 2015 and that they were working with the Education, Social Care and Wellbeing Directorate to ensure appropriate infrastructure plans were considered.

Responding to the Pre-Scrutiny Question from the Overview and Scrutiny Committee she explained that the Council had examined options for a local lettings plan but that there were restrictions on what you could do. The Council allocation policy did seek to prioritise those with the highest need but that where funding was provided by the GLA there may also be additional restrictions in those cases. She also confirmed that the Council's policy was to bring vacated homes up to a Decent Homes Standard.

During discussion, officers reported that they were looking to find new ways of bidding for funding for new homes but that the process could sometimes be too onerous to make it value for money.

The **Mayor** welcomed the report and **agreed** the recommendations as set out.

RESOLVED

1. To agree that consultancy services may be engaged to take the following projects (details of which are set out in the report) to the planning stage –
 - (a) Locksley Estate and Hereford Street;
 - (b) Jubilee Street and Baroness Road;
 - (c) Brick Lane, Christian St, Spelman Street and Mile End Road
2. To note the proposed approach to procurement of the consultancy services in paragraph 3.16 of the report and the estimated value of the services in paragraph 3.17 of the report.
3. To note the risks set out in the report in relation to proceeding with the projects as outlined in 1 and 2 in circumstances where the projects are not currently included in the Council's capital programme and do not have budgets allocated.
4. To authorise the Corporate Director Development & Renewal, after consultation with the Service Head – Legal Services, to agree the terms of the necessary contracts.
5. To adopt capital estimates, including contingencies, of £15.071 million for Locksley Estate and £11.797 million for Hereford Street (a total capital estimate of £26.868 million), subject to the scheme being included in the 2015-16 to 2017-18 capital programme, and subsequent Council approval as part of the 2015-16 budget process.
6. To adopt capital estimates, including contingencies, of £6.583 million for Jubilee Street and £4.707 million for Baroness Road (a total capital estimate of £11.290 million), subject to the scheme being included in the 2015-16 to 2017-18 capital programme, and subsequent Council approval as part of the 2015-16 budget process.

7. To adopt capital estimates, including contingencies, of £538,000 for Brick Lane, £280,000 for Christian Street, £817,000 for Spelman Street and £525,000 for Mile End Road (a total capital estimate of £2.160 million), subject to the scheme being included in the 2015-16 to 2017-18 capital programme, and subsequent Council approval as part of the 2015-16 budget process.
8. To agree that £1.91 million of the adopted capital estimates may be expended prior to the schemes being included in the 2015-16 to 2017-18 capital programme and subsequent Council approval as part of the 2015-16 budget process, in order that the services outlined in paragraph 1 can be commissioned and note that this funding is available from uncommitted resources of £2million that were set aside as a provision to fund new housing supply as part of the 2014-15 budget process.
9. To agree entry into the grant agreements with the GLA and HCA.
10. To authorise the procurement of the required professional and technical services and works contracts and utilising suitable procurement frameworks available to the public sector.
11. To authorise the Corporate Director, Development and Renewal to agree the terms and conditions of the agreements referred to in 1 and 9, after consultation with the Service Head – Legal Services.

7. A PROSPEROUS COMMUNITY

7.1 Expansion of Olga Primary School - Adoption of revised capital estimate

The **Mayor** welcomed the report and **agreed** the recommendation as set out.

RESOLVED

1. To approve the adoption of a revised capital estimate of £11.8m for the expansion of Olga Primary School.

8. A SAFE AND COHESIVE COMMUNITY

8.1 Extension of Substance Misuse Strategy

Councillor Ohid Ahmed, Cabinet Member for Community Safety, introduced the report.

Responding to the Pre-Scrutiny Question from the Overview and Scrutiny Committee, officers explained that they thought the question was related to the Recommissioning Drugs Services report and that the question would be considered as part of that work.

RESOLVED

1. To consider the comments of the Overview and Scrutiny as set out in Appendix 1 to the report.
2. To confirm submission of the Extension of Substance Misuse Strategy report as originally reported to Cabinet on 3 September 2014 (Appendices 2-5 to the report).

9. A HEALTHY AND SUPPORTIVE COMMUNITY

Nil items.

10. ONE TOWER HAMLETS**10.1 Fairness Commission: 1 year on**

The **Mayor** introduced the report and welcomed the Fairness Commissioners who had come to the meeting to present the report.

The Fairness Commissioners thanked the Council for the hard work of officers and Members in acting on their recommendations so quickly. They particularly highlighted work around housing, public WiFi and tackling poverty as especially welcome. They also called on large businesses with bases in the Borough to improve their support for the Council in this work.

The **Mayor** welcomed the report and thanked the Fairness Commissioners for their work and officers for responding so well to the recommendations. He also backed plans for a London-wide Fairness Commission. He **agreed** the recommendations as set out in the report.

RESOLVED

1. To note this report, the monitoring grid in Appendix 1 and the Commissioner Report in Appendix 2 to the report.
2. To agree the recommendation in section 3.5.1 that the research and themes collected and developed through the Fairness Commission are incorporated into the Community Plan refresh.

10.2 Contracts Forward Plan 2014/15 Q3

The **Mayor agreed** the recommendations as set out in the report.

RESOLVED

1. To consider the contract summary at Appendix 1 to the report.
2. To confirm that all the reports set out in Appendix 1 to the report can proceed to contract award after tender subject to the relevant

Corporate Director who holds the budget for the service area consulting with the Mayor and the relevant lead member prior to contract award.

3. To authorise the Head of legal Services to execute all necessary contract documents in respect of the awards of contracts referred to at recommendation 2 above.

10.3 Establishment of a joint committee of the Six Growth Boroughs

David Galpin, Service Head, Legal Services, introduced the report.

In response to the Pre-Scrutiny Questions from the Overview and Scrutiny Committee (OSC) he reported that the Board would accept the Head of Paid Service instead of a Chief Executive as a Member. He also explained that each Borough's OSC would retain its scrutiny role and he **tabled** the Joint Committees procedure rules for information.

The **Mayor** welcomed the report and **agreed** the recommendations as set out.

RESOLVED

1. To approve the disestablishment of the existing Joint Committee of the London 2012 Olympic and Paralympic Host Boroughs and the establishment of a new Joint Committee of the Six Growth Boroughs with immediate effect.
2. To authorise the Head of Paid Service to amend the existing Inter Authority Agreement and Memorandum of Understanding and give effect to any matter necessary to achieve their objectives.
3. To approve the revised terms of reference and membership for the new Joint Committee, as set out in the final appendix to the report, and the delegation of executive functions once approved by all constituent Authorities.
4. To agree the new arrangements for dealing with matters of concern and joint interest amongst the Growth Boroughs as they relate to legacy, convergence and other associated matters.

11. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

Nil items.

12. UNRESTRICTED REPORTS FOR INFORMATION

12.1 Exercise of Corporate Directors' Discretions

The **Mayor** considered the report and **agreed** the recommendation as set out.

RESOLVED

1. To note the exercise of Corporate Directors' discretions as set out in Appendix 1.

13. EXCLUSION OF THE PRESS AND PUBLIC**RESOLVED**

That pursuant to regulation 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the press and public be excluded from the remainder of the meeting:

- (a) As it was likely, in view of the nature of the business to be transacted in Section Two of the agenda, that if members of the public were present during consideration of this business there would be disclosure of exempt information.
 - Exempt information is defined in section 100I and, by reference, Schedule 12A of the Local Government Act 1972 ("the 1972 Act"). To be exempt, information must fall within one of the categories listed in paragraphs 1 to 7 of Schedule 12A, must not fall within one of the excluded categories in paragraphs 8 and 9 and the public interest in maintaining the exemption must outweigh the public interest in disclosing the information.
 - Agenda item 16.1 "Watts Grove – Selection of preferred bidder" contained information relating to the financial or business affairs of any particular person (including the authority holding that information). In particular information relating to the financial affairs of the Council.
- (b) As although there is a public interest favouring public access to local authority meetings, in this case the Cabinet concluded that given the information contained in the above listed reports that the public interest in maintaining the exemption on the information outweighed the public interest in disclosing it.

14. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

15. OVERVIEW & SCRUTINY COMMITTEE**15.1 Chair's Advice of Key Issues or Questions in Relation to Exempt / Confidential Business to be Considered.**

Nil items.

15.2 Any Exempt / Confidential Decisions "Called in" by the Overview & Scrutiny Committee

Nil items.

16. A GREAT PLACE TO LIVE

16.1 Watts Grove - Selection of preferred bidder

The report was considered and the Cabinet were reminded of the amendment tabled earlier in the meeting.

During discussion, officers confirmed that the bidders had signed up to the requirements of the Council for the project and that quality of construction was considered as part of the procurement process.

RESOLVED

1. To note the details of bidders attached in relation to the linked Part 1 report

17. A PROSPEROUS COMMUNITY

Nil items.

18. A SAFE AND COHESIVE COMMUNITY

Nil items.

19. A HEALTHY AND SUPPORTIVE COMMUNITY

Nil items.

20. ONE TOWER HAMLETS

Nil items.

21. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS CONSIDERED TO BE URGENT


Nil items.

22. EXEMPT / CONFIDENTIAL REPORTS FOR INFORMATION

Nil items.

The meeting ended at 6.22 p.m.

John S. Williams
SERVICE HEAD, DEMOCRATIC SERVICES

Cabinet 3 December 2014	 TOWER HAMLETS
Report of: Corporate Director, Development & Renewal	Classification: Partially exempt
Interim Disposals Programme	

Lead Member	Councillor Alibor Choudhury, Cabinet Member for Resources
Originating Officer(s)	Service Head, Corporate Property & Capital Delivery
Wards affected	St Dunstan's
Community Plan Theme	One Tower Hamlets
Key Decision?	Yes

Executive Summary

The council owns a number of assets that are either currently vacant or due to become vacant shortly. These assets are an additional burden at a time of fiscal constraint.

The council has reviewed the opportunities that are available through these buildings and sites, including bringing them back into use, developing them as council-led projects and/or as part of a disposal programme.

This report sets out the proposal for the disposal of some land and buildings that have remained vacant for quite some time (Whitehorse Road/Commercial Road).

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the contents of this report;
2. Agree that the land and buildings at Whitehorse Road/Commercial Road (as shown in the map in Appendix A) are surplus to requirement;
3. Agree to the disposal of the site by informal tender;
4. Authorise officers to appoint external agents to support the marketing of the

site;

5. Authorise the Corporate Director, Development and Renewal to accept the best tender return for the site on conclusion of the marketing exercise; and
6. Authorise the Corporate Director, Development and Renewal, following consultation with the Service Head – Legal Services, to agree the terms and conditions of any agreements required to implement the recommendations above.

1. REASONS FOR THE DECISIONS

- 1.1 It is important at a time of reducing funding and budgets in the public sector, to ensure that efficiencies are driven through the running and/or disposals of our assets to reduce revenue costs.
- 1.2 The decisions in this report will contribute to the continual review and rationalisation of council assets, and help reduce the council's operational portfolio to the minimum required.
- 1.3 The disposals will generate capital receipts for the council, which can be directed to the its priorities on housing, education, and infrastructure projects. They will also reduce revenue expenditure on upkeep, maintenance and security.
- 1.4 The development of the Whitehorse Road/Commercial Road site will also bring an empty and derelict site back into use.

2. ALTERNATIVE OPTIONS

- 2.1 The council has considered the possibility of developing the Whitehorse Road/Commercial Road site itself, but the funding to deliver this option is not currently available.

3. DETAILS OF REPORT

- 3.1 The council has a significant operational and commercial portfolio that it manages. Council officers keep the property portfolio under review and bring forward sites for direct development and/or disposal from time to time. The direct development options depend on the availability of funding, while

disposing of properties reduces the revenue costs for the maintenance and security of vacant buildings, while generating a capital receipt.

- 3.2 This report focuses on a council site that is currently vacant. The buildings on the site have stood empty for a number of years, whilst still placing a demand on a limited revenue budget to ensure the buildings remain secure and safe.
- 3.3 The council, through the disposal of the land and buildings, intends to achieve the maximum capital receipt that can be realised. It is therefore proposed that the site at a minimum will be sold with a planning brief/statement.
- 3.4 The site consists of 38-44 Whitehorse Road, 611-613 Commercial Road, 619-623 Commercial Road and a strip of land behind hoardings at 603 Commercial Road. The exact boundaries are indicated in the site plan, contained in the appendix to this report.
- 3.5 The site is on the north side of Commercial Road at the junction with Whitehorse Road, opposite Butchers Row, and comprises former shops and commercial premises; many units are vacant and derelict or semi-derelict. This has made the properties a magnet for criminal and anti-social behaviour, including vandalism, squatting, and breaking and entering.
- 3.6 The buildings are currently squatted, although possession proceedings have been taken and the council is in the process of enforcing a possession order. The squatters launched a sophisticated challenge, albeit one that was ultimately unsuccessful, based on the Human Rights Act, claiming the length of time they had remained in the properties while they were not in use by the council gave them rights to continue their occupation of the properties based on the Human Rights Act.
- 3.7 Cabinet originally resolved, on 6th July 2005, that these properties be declared surplus to the council's requirements and instructed the then-Head of Corporate Property Services to enter into negotiations to dispose of the complete site to Registered Providers for the development of social housing. That was ultimately unsuccessful as funding was not available at the time.
- 3.8 There has been a long-standing intention to redevelop the site and a number of attempts were made but ultimately the site assembly was never successfully concluded. Taking constructive action on this site would fulfil the borough's strategic enabling role in promoting regeneration, bringing derelict sites back into use and increasing the supply of housing.
- 3.9 Over the past few years, costs have been incurred in relation to these properties. This is expenditure that has not provided any direct benefit to the

residents of Tower Hamlets. Reduction of this revenue spend by disposing of the site allows the council to focus revenue expenditure on the services that our most vulnerable residents rely on.

- 3.10 The success of the disposal will be determined on the basis of being able to undertake the pre-sale work, carrying out solid and targeted marketing, along with the provision of a draft lease, and Heads of Terms issued with the marketing details. This will help expedite the process of concluding exchange of contracts with the successful bidder.
- 3.11 It is anticipated that up to 4% of the capital receipt value will be used to ensure the successful marketing of the sites. This will cover the appointment of an external marketing team, legal and property team support, and where necessary architectural / planning input.
- 3.12 An estimated capital receipt is contained in the linked exempt report.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 This report asks the Mayor in Cabinet to re-affirm that the land and buildings at Whitehorse Road/Commercial Road are surplus to requirement, and to agree to their disposal by informal tender. In addition the Mayor in Cabinet is recommended to authorise officers to appoint external agents to support the marketing of the site, and to authorise the Corporate Director, Development and Renewal to accept the best tender return for the site on conclusion of the marketing exercise.

Whitehorse Rd/ Commercial Rd

- 4.2 As shown in Appendix A, the sites consist of (a) 38-44 Whitehorse Road, 611-613 Commercial Road and a strip of land behind hoardings at 603 Commercial Road, and (b) 619-623 Commercial Road. Council records indicate that the buildings are held under Housing powers.
- 4.3 The sites are unused and generate no income for the Authority, but the Authority is currently incurring revenue costs in order to ensure that the buildings are secure and safe. Disposing of these sites will avoid the need for the Authority to incur these costs in future.
- 4.4 The linked exempt report provides an indication of the capital receipt that may be realised from the sale of these sites.

- 4.5 Any receipts from sites held under Housing powers would be 100% usable within the Housing Revenue Account (HRA) as such receipts are no longer subject to the pooling regime. If these receipts were to be used within the General Fund for purposes other than the provision of affordable housing or regeneration, then an adjustment would be made to the HRA's Capital Financing Requirement (CFR). This would have the effect of reducing the capital financing charges allocated to the HRA and increasing those allocated to the General Fund.
- 3.13 As indicated above (paragraph 3.3) it is proposed that the site be marketed with a planning brief/statement already in place in order to achieve the highest possible capital receipt. The cost of this and other marketing costs could be met through the 'top-slicing' of the receipt value. These costs will initially have to be forward funded in advance of the capital receipt being generated, and because they will be offset against the capital receipt raised, are at risk if they are incurred but the sale does not proceed for any reason. In these circumstances the costs would need to be met from General Reserves.
- 4.7 The proposed property disposal would generate a capital resource if ultimately realised. Although the property has previously been earmarked for disposal, no potential receipt has been assumed as a resource available to finance the capital programme. The Authority adopts a prudent approach to the use of capital receipts and will only allocate them to schemes once they have been received and all contractual commitments met.
- 4.8 As highlighted in previous reports to Members, funding for capital investment is severely restricted over the next few years, while the Borough's population will continue to increase. Government capital grants to local authorities have reduced significantly, and investment in local priorities will be increasingly dependent upon the sale of surplus assets.

5. LEGAL COMMENTS

- 5.1 The report states that the land at Whitehorse and Commercial Roads is held for housing purposes. It is understood that this means the land is held for the purposes of Part 2 of the Housing Act 1985.
- 5.2 The Council has power to dispose of land held for the purposes of Part 2 of the Housing Act 1985 by virtue of section 32 of that Act and not otherwise. Pursuant to that power, the Council requires the consent of the Secretary of State before disposing of the land, except where the disposal consists of letting the land under a secure tenancy or an introductory tenancy or under what would be a secure tenancy but for any of paragraphs 2 to 12 of

Schedule 1 to the Act. As those exceptions do not apply to the proposed disposal, the Secretary of State's consent is required.

- 5.3 Section 34 of the Housing Act 1985 contains provisions about how the Secretary of State may give consent to disposals. It specifies that the Secretary of State's consent may be given generally to all authorities or to a particular authority or description of authority. The consent may be given in relation to particular land or to land of a particular description. The consent may be subject to conditions. In accordance with the powers given, the Secretary of State has published the General Housing Consents 2013, which came into force on 11 March 2013.
- 5.4 Paragraph A3.1.1 of the General Housing Consents provides that a local authority may dispose of land for a consideration equal to its market value. This power does not permit the following types of disposals –
- a disposal of land which is subject to a secure, introductory or demoted tenancy;
 - a disposal of land falling within consent D, which concerns the disposal of reversionary interests in houses and flats;
 - a disposal to a body in which the Council owns an interest, unless (relevantly) it is one of the first 5 such disposals in a financial year.
- 5.5 None of the exceptional categories appear to apply to the proposed disposal and provided that continues to be the case, the Council has power under the General Housing Consents to dispose of the land for market value. The proposal in the report for sale by informal tender with support from external agents should enable the Council to achieve market value.
- 5.6 On 4 November 2014, the Secretary of State indicated that he was considering exercising his powers of direction in section 15 of the Local Government Act 1999 in relation to Tower Hamlets. He proposed to appoint commissioners who would oversee specified functions at Tower Hamlets. Relevantly, the Council may be required to obtain the prior written agreement of the commissioners before entering into any commitment to dispose of, or otherwise transfer to third parties any real property other than existing domestic property for the purposes of residential occupation. If such a direction is made, then that will have to be complied with in the proposed sale process.
- 5.7 It is proposed to engage external agents to assist with marketing the land. The procurement of the agents will need to be carried out in accordance with the Council's procurement procedures.

- 5.8 When considering and carrying out the proposed disposal, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector equality duty). There is information in section 6 of the report relevant to these considerations.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1. The sale of the sites identified in this report will raise capital receipts which will be available to support the council's overall capital programme which supports all service areas to deliver on the Community Plan objectives, as reflected in the Strategic Plan as well as achieve Mayoral priorities.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 Any new developments will be to higher environmental standards. The sale of these properties will reduce the council's CO2 emissions.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1. The key risks are as follows:
- 8.2. **Timing and marketing strategy**—the maximum capital receipt may not be realised if the disposal and marketing strategy are not managed well, or insufficient information exists at the time of marketing the properties. This may lead to values being suppressed.
- 8.3. *Mitigation* – ensure that full and complete property information is compiled. Ensure that a planning brief available on the sites. Professional marketing is undertaken with clear details, processes and timeline for submitting bids.
- 8.4. **Market saturation** - the marketing of the site and others already declared surplus for disposal all happen at the same time. This could lead to the market being saturated, which could drive down or suppress the values and/or level of interest.
- 8.5. *Mitigation* – ensure that the marketing of this site is undertaken in isolation to ensure that market interest is maintained.
- 8.6. **Squatting** – the disposal is delayed leading to resquatting of the properties after vacant possession is secured.

8.7. *Mitigation* – ensure the sites are secured after the council regains vacant possession and the disposal is carried out expeditiously.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

9.1 Vacant sites attract anti-social behaviour, including vandalism and squatting. The council expends funds ensuring that the buildings are secure however there are still attempts to enter the buildings in order to squat and/orvandalise.

9.2 The subsequent redevelopment of those sites will also remove the unsightly empty buildings within the borough.

10. EFFICIENCY STATEMENT

10.1 Where an asset has been identified as surplus to requirements, the council has the option to retain the asset for future use, and in the meantime to pay any costs associated with maintaining and securing the asset, or to sell the asset for a capital receipt.

10.2 In this case, it is more appropriate that the council dispose of the site. The council will receive a capital receipt from the sale of the site.

Linked Reports, Appendices and Background Documents

Linked Report

- Interim Disposals Programme (Exempt report)

Appendices

- Appendix A – Site plan for Whitehorse Road/Commercial Road

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- None

Officer contact details for documents:

- Ann Sutcliffe, Service Head, Corporate Property & Capital Delivery (020 7364 4077)

Site 'A':

38 - 44 Whitehorse Road, 611 - 613 Commercial Road and Strip of land to the rear of 603 and 605 Commercial Road

Site plan

Scale : 1/500

Site 'B':

619 - 623 Commercial Road



Asset Management

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Cabinet Decision 3 December 2014	 TOWER HAMLETS
Report of: Aman Dalvi, Corporate Director Development & Renewal	Classification: Unrestricted
South Quay Masterplan Supplementary Planning Document – draft for formal public consultation	

Lead Member	Councillor Rabina Khan
Originating Officer(s)	Marissa Ryan-Hernandez
Wards affected	Canary Wharf, Blackwall & Cubitt Town
Community Plan Theme	A Great Place to Live
Key Decision?	No

Executive Summary

The South Quay Masterplan will be a Supplementary Planning Document (SPD) providing guidance for development in the South Quay area which provides greater detail to the Local Plan. The Masterplan is being developed to manage levels of proposed housing growth that exceed the Council's projections in the Core Strategy, ensure the appropriate infrastructure is in place and that community benefits are secured for the whole borough.

The Masterplan will set a vision for South Quay that builds on principles set out in the Core Strategy (2010), Managing Development Document (2013) and will contribute to the delivery of the Mayoral Pledges specifically with regard to housing delivery. In accordance with the Local Planning Regulations (2012) the draft masterplan is required to be subject to a 6-week formal public consultation prior to approval for use as an SPD.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Approve the draft South Quay Masterplan SPD (contained in Appendix 1) for statutory public consultation.
2. Authorise the Corporate Director of Development and Renewal, after consultation with the Lead Member for Housing, Development and Renewal, to make any necessary and appropriate minor amendments to the draft South Quay Masterplan SPD, prior to the statutory public consultation.

1. REASONS FOR THE DECISIONS

- 1.1 Within the South Quay area, the amount, scale, height and densities of residential development currently being proposed by developers is greater than envisaged in the Council's Local Plan and Millennium Quarter Masterplan. This provides an excellent opportunity to deliver housing (including affordable housing) to meet local need and secure community benefits for the whole borough.
- 1.2 There are twenty-eight potential development sites within the South Quay area, each in different ownership which presents challenges and opportunities for coordinating development proposals and managing their impacts.
- 1.3 Given the levels of proposed growth and complex land ownership, the approval for the draft South Quay Masterplan SPD for statutory public consultation will enable the Council to begin to use the draft SPD guidance following the close of consultation prior to formal approval as an SPD. This will enable the Council to supplement the Local Plan to manage the levels of housing growth proposed by developers and ensure development:
 - a) secures benefits for the wider community;
 - b) optimises housing delivery (including affordable housing);
 - c) guides the form and scale of development;
 - d) plans for and delivers infrastructure to support existing and future residents; and
 - e) creates a liveable and vibrant place.

2. ALTERNATIVE OPTIONS

- 2.1 The Council's Local Plan, comprising the Core Strategy (2010) and Managing Development Document (2013), provides a vision and strategic objectives for the borough and individual places including those found in South Quay (Millwall & Cubitt Town). The Local Plan, with the London Plan, could be used to guide and support development in the South Quay area.
- 2.2 Relying on the Local Plan, and London Plan, is not considered to be sufficient as:
 - a) the levels of proposed housing growth exceed those identified in the Local Plan and in the Council's infrastructure planning;
 - b) the Council would be less likely to secure community benefits to mitigate the cumulative impact of development across South Quay; and
 - c) uncoordinated development would likely result in a disjointed poorly used public realm interspersed between isolated tall buildings.

3. DETAILS OF REPORT

Planning policy context

- 3.1 The Masterplan will be a Supplementary Planning Document. SPDs are used as a material consideration in determining planning applications; however they are not part of the Local Plan. The National Planning Policy Framework requires SPDs to only provide further detail to Local Plan policies to help applicants make successful applications or aid infrastructure delivery. The guidance provided in the Masterplan accords with this guidance.
- 3.2 The Local Plan is comprised of the Core Strategy (2010) and the Management Development Document (2013). These documents seek the South Quay area to be developed as a residential-led mixed-use high-density area.
- 3.3 The Greater London Authority's London Plan (2011) and emerging Further Alterations (2014) identify the Isle of Dogs as an Opportunity Area which seeks to deliver new homes by converting surplus business capacity south of Canary Wharf to housing and to support a wider mix of services. The Council and the Greater London Authority will be working in partnership to develop an Opportunity Area Planning Framework for the wider area.
- 3.4 The Masterplan will replace the existing Millennium Quarter Masterplan (2000).

Reason for a masterplan

- 3.5 A masterplan is needed for South Quay to help the Council to manage the high levels of housing growth proposed by housing developers and to secure the maximum benefits for the wider community.
- 3.6 The Greater London Authority's London Plan is currently being updated to reflect the need to deliver more housing across the capital. The London Plan sets the Council's housing target and is looking to raise the target from 2,885 to 3,930 new homes a year for the next ten years. This requires the Council to deliver a minimum of 39,300 new market and affordable homes across the borough by 2025. The need to deliver more housing is resulting in higher densities being proposed by housing developers in greater numbers across the borough. This is requiring the Council to update its population and infrastructure modelling to ensure existing and future residents and businesses are supported by services and a high quality built environment.
- 3.7 In light of the need for new affordable and market housing within the borough, the Council considers the potential to optimise the delivery of housing to be a unique opportunity to secure housing for those in need and to help to ensure existing and future residents and businesses are supported by services and a high-quality, coherent but varied built environment.
- 3.8 Within the South Quay area, the amount, scale and densities of residential development being proposed by developers is greater than envisaged in the

Council's Local Plan and Millennium Quarter Masterplan. There are currently twenty-eight potential development sites within the South Quay area, each in different ownership which presents challenges and opportunities for coordinating development proposals and managing their impacts.

- 3.9 Without a masterplan, development would be delivered in an uncoordinated manner that would likely result in a disjointed poorly used public realm interspersed between isolated tall buildings. Critically, the Council would be less likely to secure community benefits to mitigate the cumulative impact of development across South Quay.
- 3.10 As such, further planning guidance is required to manage this growth to ensure affordable housing and infrastructure is planned for and delivered to support existing and future residents while creating a liveable and vibrant place. The masterplan seeks to adopt a proactive approach by acknowledging the existing policy position of density set out in the London Plan and recognising that sites may come forward above the London Plan densities. It seeks to address the demands such a place would need to provide for in terms of social and physical infrastructure in addition to the requirements set out in the Greater London Authority's Housing Supplementary Planning Guidance.

Role of the Masterplan

- 3.11 The role of the masterplan is to maximise the delivery of new housing and secure community benefits for the borough by:
- coordinating and managing the delivery of 28 individually owned development sites;
 - guiding the form and scale of high-density development;
 - identifying, planning and delivering social and physical infrastructure (including public transport, schools and open space); and
 - coordinating planning contributions.

Producing the masterplan

- 3.12 The Masterplan is being developed by Plan Making officers with support from the following specialist consultants:
- Maccreeanor Lavington (design)
 - Deloitte (viability)
 - Land Use Consultants (Strategic Environmental Assessment)
- 3.13 Officers are working directly with the Greater London Authority, Transport for London, Environment Agency, English Heritage, Canal & River Trust and the Maritime Greenwich World Heritage Site.
- 3.14 The Strategic Environmental Assessment has informed the development of the masterplan in relation to environmental issues (attached in appendix 2). This was informed by the Local Plan Sustainability Assessment.

- 3.15 An Equalities Analysis has also been undertaken to inform the development of the masterplan and ensure that the impacts on the equalities groups are understood and, if required, are addressed (attached in appendix 3). This has been informed by the Local Plan Equalities Impact Assessment.

Consultation to date

- 3.16 Informal consultation has been undertaken with:
- the local community (drop-in sessions) on 28 August and 3 September 2014; and
 - landowners (surgeries) on 10 April and a number of pre-application discussions.
- 3.17 A formal consultation on the Strategic Environmental Assessment Scoping Report was carried out between 15 September and 20 October 2014. This consultation sought views on the process to be used for the Strategic Environmental Assessment.

Content of the masterplan

- 3.18 The content of the masterplan has been developed supplement the Local Plan. It provides clear and concise guidance to aid the delivery of new development and capture community benefits. It consists of the following guidance sections:

Vision

- 3.19 *“A thriving dockside urban neighbourhood of varied densities integrated within the wider area and home to a diverse community.”*

Development management

- 3.20 Emphasises specific elements of the development management process that are relevant to South Quay. This includes the pre-application service and measurement of densities.

Density

- 3.21 Provides guidance to manage the successful delivery of housing developments if they seek to exceed London Plan housing densities guidance to optimise housing delivery and capture community benefits.

Connections & Public Spaces

- 3.22 Provides guidance to deliver new and improved connections, public realm and new public open spaces. This seeks to create a new defined urban block pattern that guides walking and cycling routes to the wider borough. Six new ‘principal’ public open spaces are identified with spaces beneath the DLR to be transformed into active and inviting public areas.

Massing & Urban Blocks

- 3.23 Provides guidance to deliver a ‘podium, plinth & tower’ typology and identifies the appropriate location of non-residential land uses to activate Marsh Wall and docksides and locations for family housing, amenity spaces, play space, car parking and community infrastructure within the urban blocks.

The Skyline

- 3.24 Provides guidance to ensure development carefully considers the Maritime Greenwich World Heritage Site Grand Axis, delivers an aesthetically balanced skyline and defines views to be provided from the World Heritage Site.

Infrastructure

- 3.25 Identifies a range of infrastructure requirements. This includes foot bridges, health facilities, waste management, primary schools, open spaces and Idea Stores.

Delivery

- 3.26 Identifies how the masterplan will be delivered including a range of potential projects and management mechanisms.

Proposed consultation

- 3.27 The statutory public consultation will be undertaken in accordance with the Council's Statement of Community Involvement (2012) and the Local Planning Regulations (2012).

Contributing to delivering Mayoral Pledges

- 3.28 The Masterplan will contribute to the delivery of the following Mayoral Pledges:

Pledge theme	Contribution
Housing	Providing guidance to maximise the delivery of new affordable homes and potential payments in-lieu to contribute to the funding of the construction of new affordable homes.
Healthy High Streets Policy	Creation of a new high street along a portion of Marsh Wall.
Cost of living	Contribution to the delivery of new residential car parking spaces.
Young people	Plan for and help to secure new primary schools.
Environment	Plan for and help to deliver new public open spaces and street greening.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 This report asks the Mayor in Cabinet to approve the draft South Quay Masterplan Supplementary Planning Document (SPD) for statutory public consultation, and to authorise the Corporate Director of Development and Renewal, after consultation with the Lead Member for Housing, Development and Renewal, to make any necessary and appropriate minor amendments to the draft document, prior to the statutory public consultation.
- 4.2 The draft Masterplan provides a framework to guide development and a programme for infrastructure delivery within the Masterplan area (provided in

Appendix 1). The Masterplan will provide evidence to inform and assist future decisions on resource allocation in this part of the Borough, and will assist the Authority in determining and prioritising contributions due from developers as part of the current Planning Obligations or the future Community Infrastructure Levy systems.

- 4.3 The Masterplan area includes Jack Dash House which the Council currently holds on a long lease with a term of approximately 100 years remaining. The possible future use of this site will be incorporated into the public consultation documentation. The Council is currently reviewing its future needs for service delivery from Jack Dash House with any proposals for the site having significant financial implications for the Council. Although not required at this Masterplanning stage, any decisions in respect of the site will ultimately be subject to separate Member consideration.
- 4.4 The cost of preparation of the Masterplan, including the consultation process, is estimated at approximately £130,000. These costs are being met from revenue resources set aside for this purpose within existing budgets. There is a possibility that a longer term project team may be required to continue the Masterplanning process. If so, the Council will investigate the possibility of funding this from appropriate Section 106 resources to avoid further budgetary commitment from the General Fund.

5. LEGAL COMMENTS

- 5.1 This report requests the Mayor in Cabinet approve the draft SPG for public consultation and authority for minor amendments to be made prior to this consultation taking place (subject to consultation with the Lead Member). Supplementary Planning Documents (SPDs) provide detail to support policy in the Local Plan. They undergo a simpler preparation process than Development Plan Documents and in particular they are not subject to independent scrutiny by a planning inspector. As a result they are not normally given the same weight in planning decisions. However, once adopted an SPD will be a material consideration which must be taken into account by officers and members when taking decisions on planning applications.
- 5.2 SPDs are subject to statutory preparation procedures under Regulations 11 to 14 of the Town and Country Planning (Local Development) (England) Regulations 2012, and in accordance with regulation 12 a process of public consultation and engagement with relevant parties and stakeholders must be carried out. The consultation must also be carried out in accordance with the Council's Statement of Community Involvement (July 2012) which sets out the ways in which local people and organisations can get involved in planning decisions that will affect their area.
- 5.3 Before adoption, the Council must publish a consultation statement (Regulation 12) setting out the persons consulted, a summary of the main issues raised and a statement as to how those issues have been addressed in the SPD. By virtue of the default provisions in section 13(2) of the Local

Government Act 2000 the SPD is required to be approved by Cabinet before adoption. An SPD does not form part of the Policy Framework it is therefore an Executive matter.

- 5.4 In taking any decisions in respect of the SPD, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't. To inform the decision making an Equalities Analysis has been carried out and a copy of this is attached to this report.

6. ONE TOWER HAMLETS CONSIDERATIONS

An Equality Analysis (EqA) has been undertaken in support of the SPD. The analysis reviews and assesses any impacts of the SPD relating to the diversity of the borough including, race, gender, disability, age, sexual orientation, faith and deprivation. The Equality Analysis Scoping Report is attached as Appendix 3 to this paper. It identifies a general positive impact, with no negative impacts from an equality perspective.

It should also be noted that the SPD is consistent with the Council's Local Plan which was itself subject to a full Equality Impact Assessment (EqIA).

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 The South Quay Masterplan SPD is subject to regulation 9(1) of the Environmental Assessment of Plans and Programmes Regulations 2004 ("the 'Regulations'"), which requires the responsible authority to determine whether a Strategic Environmental Assessment (SEA) is necessary.
- 7.2 As the responsible authority, the Council is of the view that an SEA was required following a Strategic Environmental Assessment (SEA) Screening. As such a Strategic Environmental Assessment was carried out which assessed and informed the development of the Masterplan in relation to environmental aspects.
- 7.3 The SPD will help ensure a greener environment in a number of ways, including: delivering new public open space and amenity spaces; delivering new and improved sustainable transport options; and ensuring development explores the use of innovative waste management technologies.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The South Quay Masterplan SPD is being reported through a number of internal groups that consider risk management issues and mitigation. These include:
- Asset Management and Strategic Capital Board
 - Development & Renewal Directorate Management Team
 - Corporate Management Team

- Planning and Building Control Major Projects Advisory Group

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 9.1 The South Quay Masterplan SPD provides guidance for building typologies and public spaces that seek to deliver clear, legible and active open spaces and movement routes to create safe environments.
- 9.2 New developments will also have to satisfy the relevant policies in the Council's Local Plan relating to 'Secured by Design' principles. Development will be required to ensure crime prevention measures are considered to assist with reducing the opportunity for crime and the fear of crime, by creating a safer and more secure environment.

10. EFFICIENCY STATEMENT

- 10.1 The South Quay Masterplan SPD will enable the Council to ensure that housing delivery is optimised and that securing the benefits for the wider community is maximised. The development of South Quay will release further S106 and CIL contributions from forthcoming development sites, which in turn will deliver new affordable housing, local enterprise and employment opportunities, public realm enhancements, and community infrastructure.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

1. South Quay Masterplan Supplementary Planning Document (consultation version)
2. Strategic Environmental Assessment Report
3. Equalities Analysis Report


Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- NONE

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<p>Cabinet 3 December 2014</p>	 TOWER HAMLETS
<p>Report of: Corporate Director, Development & Renewal</p>	<p>Classification: Unrestricted</p>
<p>Renewal of Temporary Accommodation Lease – Relta Ltd</p>	

Lead Member	Councillor Rabina Khan, Cabinet Member for Housing and Development
Originating Officer(s)	Service Manager, Housing Options & Procurement
Wards affected	All wards
Community Plan Theme	A Great Place to Live
Key Decision?	Yes

Executive Summary

Approval is sought to agree the signing of a new lease for 34 properties supplied by Relta Ltd for use as temporary accommodation for homeless households, on or before the demise of the existing lease on 1 June 2015.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note that a ten-year lease with Relta Ltd for the use of 34 properties within Tower Hamlets, currently used as temporary accommodation for homeless households is due to expire on 1 June 2015.
2. Agree to a renewal of the lease for a period of five years at an estimated gross cost of £3.7million, with the option to extend for a further five years, and subject to agreement on Heads of Terms.
3. Authorise the Head of Service, Housing Options to agree revised Heads of Terms or, if satisfactory Heads of Terms cannot be agreed, to return vacant possession of the 34 properties to Relta Ltd.

1. REASONS FOR THE DECISIONS

- 1.1 34 Properties are currently occupied by households to whom the Council owes a statutory homeless duty.
- 1.2 If there is no agreement to renew the lease it will be necessary to transfer the occupants to alternative accommodation.
- 1.3 Over the last 18 months there has been a steady decline in the number of properties available for use as temporary accommodation within Tower Hamlets. The loss of these properties will represent a further loss of properties within the Borough which are unlikely to be replaced, meaning the current occupants will almost certainly be required to move to accommodation out of the Borough.
- 1.4 The Council is liable for void payments on these properties once they have been made ready to let. It is highly unlikely the Council will be able to coordinate the decanting of the tenants upon the demise of the existing lease resulting in either a void liability where tenants are moved before this date or the potential for a claim for compensation if we do not deliver vacant possession by this date.
- 1.5 The owner of the properties has indicated their willingness to revise the Heads of Terms in the Council's favour, reducing the rents back to Temporary Accommodation Subsidy levels upon the date of renewal and amending the annual uplift clause to CPI from RPI, thereby achieving a potential saving to the Council of approximately £500,000 over five years.
- 1.6 If the Head of Service, Housing Options, is not satisfied with the revised Heads of Terms, the council will not enter into a new lease with Relta Ltd, will return vacant possession of the properties, and will rehouse the current occupants in alternative accommodation.

2. ALTERNATIVE OPTIONS

- 2.1 To place all of the current occupants on the transfer list, currently around 300 households.
- 2.2 To strive to transfer those households to alternative temporary accommodation – almost certain to be out of the borough – by the date the lease demises.
- 2.3 To become liable for the rent on all properties that become void between now and 1 June 2015. The average weekly rent for these properties is £415.28.
- 2.4 To accept the risk that a failure to deliver vacant possession on any of the properties by 1 June 2015 could result in legal action being taken by the company against the Council. Costs of same not possible to quantify at this

stage.

3. DETAILS OF REPORT

- 3.1 The Council entered into a lease for 34 properties with ReltaLtd in 2005. The properties form a part of the Council's temporary accommodation portfolio, and are a valuable part of the diminishing number of properties available within the borough. It includes a high proportion of family-sized properties, comprising 1 x 5 bedroom; 8 x 4-bedroom; 9 x 3-bedroom; 6 x 2-bedroom and 10 x 1-bedroom properties. Officers have calculated that if agreement on the revised heads of terms, as outlined in the report, is reached there is a potential saving to the council of £500k over the five year life of the lease in comparison with current prices.
- 3.2 At the time the original lease was negotiated there were no limits on the amount of Housing Benefit subsidy payable to local authorities for self-contained temporary accommodation.
- 3.3 In 2010 the Government applied limits to the amount of subsidy payable for temporary accommodation. This is currently set at 90% of the January 2011 Local Housing Allowance + £40 per week.
- 3.4 The rents on these properties are substantially above the subsidy level, such that the Housing Options Service was considering handing them back at the termination of the lease. The current net annual cost to the Council of using these properties is £104,000pa.
- 3.5 The current lease specifies an annual rent increase equivalent to RPI.
- 3.6 The property owner has since indicated their willingness to reduce the rents upon demise of the current lease, closer to Temporary Accommodation Subsidy levels.
- 3.7 They have also indicated their willingness to amend the uplift clause from RPI to CPI which will help limit future costs assuming Temporary Accommodation Subsidy levels are not increased.
- 3.8 The Council is also seeking agreement to limit the term of the lease to five years, with an option to renew should the needs of the service justify this. This will enable a more timely response to changed market conditions.
- 3.9 In the event that the Council is unable to reach agreement to renew the lease it will have no alternative but to transfer the existing residents. There is an acute shortage of in-borough temporary accommodation reflecting the high level of market rents in Tower Hamlets. Currently 90% of all new temporary accommodation procured is out of the borough meaning the transfer of these tenants is almost certain to be outside Tower Hamlets. The loss of this number of family-sized properties will be a significant blow to the Housing

Options service which has been working hard to retain as much of the in-borough portfolio as possible.

- 3.10 Notwithstanding the above, in the event that the negotiations with Relta Ltd do not yield an agreement that is to the satisfaction of the Head of Service, Housing Options, the council will return the properties to Relta Ltd, having rehoused the households currently residing in them.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1. This report seeks approval to renew the lease for the use of 34 properties owned by ReltaLtd, following the expiry of the existing ten year lease in June 2015.
- 4.2. As stated in paragraph 3.2, when the lease was originally entered into in 2005, the net costs to the Council of using this accommodation were marginal, with the costs of the lease payments to the landlord being met through a combination of rental income from residents and housing benefit payments which were recoverable from the Department for Works and Pensions (DWP).
- 4.3. Following the extension of the Local Housing Allowancebased subsidy scheme to people living in temporary accommodation from April 2010, the Government introduced a cap on the level of benefits paid that were eligible for Housing Benefit Subsidy. This means that although a household may be eligible for full benefit on a property, the amount of the benefit that the Council can recover from the DWP in Housing Benefit Subsidy is capped. The impact of this is a net charge to the Council's Housing Benefits budget.
- 4.4. The Housing Benefit Subsidy cap for temporary accommodation is currently 90% of the January 2011 Local Housing Allowance + £40 per week (see paragraph 3.3). These levels are significantly below the rental charges on these particular properties, meaning that the Council incurs net costs of approximately £100,000 per annum on these 34 units i.e. the statutory benefits that the Council must pay on these properties exceed the sum recoverable from the DWP.
- 4.5. As a result of this on-going liability, consideration was being given to terminating the arrangements with Relta at the end of the ten year lease period in 2015, however the proposal to reduce rents to nearer to the temporary accommodation subsidy level, as well as linking increases to the Consumer Price Index (CPI), on which the changes in subsidy eligibility are based, rather than the higher Retail Price Index (RPI) ,means that the future net cost to the Council will be significantly reduced. If the rental level is brought to the subsidy cap level, then, based on the current subsidy legislation, net costs will be reduced by approximately £500,000 over the five year contract term (paragraph 1.5).

- 4.6. It should be noted that if the Council extends the lease term it will continue to be liable to pay the full leasing charge whether the properties are let or not. The properties will therefore require careful management to ensure that void periods are kept to a minimum.
- 4.7. By extending the lease the Council will avoid the need to relocate the existing occupants of the 34 units. This will avoid the potential for properties to be kept void and the resulting rental loss (paragraph 1.4) and the costs involved in relocating households, as well as reducing the pressure on the service to procure appropriate accommodation in a market of limited supply (paragraph 3.9).
- 4.8. Although the gross leasing costs over the full five year term will total approximately £3.7 million, these costs will be paid monthly at a rate of approximately £61,000 per month. The income received by the Council in respect of the rents levied on these properties will be credited weekly.

5. LEGALCOMMENTS

- 5.1 The Council has a duty under the Housing Act 1996 to secure that accommodation is available for eligible applicants who are homeless, in priority need and not intentionally homeless. The Council may discharge its duty by –
- Securing that suitable accommodation provided by the Council is available to the person
 - Securing that the applicant obtains suitable accommodation from some other person
 - Giving the applicant advice and assistance such as will secure that accommodation is available from some other person.
- 5.2 The Council is required, so far as is reasonably practicable, to secure accommodation in Tower Hamlets (Housing Act 1996, section 208(1)). The clear intention is that local authorities should not simply decant homeless persons into areas for which other authorities are responsible. However, the High Court has made clear that in areas of acute affordable housing shortage a local authority may decide that it is not reasonably practicable to accommodate people in its area. There is information set out in the report relevant to whether it is reasonable for the Council to take the proposed lease and thus maintain accommodation in the borough.
- 5.3 The Council is specifically empowered by section 120 of the Local Government Act 1972 to acquire land by agreement if it is (relevantly) for the purposes of any of the Council's functions.
- 5.4 It is proposed to provide vacant possession to Relta Ltd in the event that appropriate terms cannot be agreed. Sufficient time must be allowed to achieve this as possession proceedings may sometimes be required to deliver vacant possession.

- 5.5 In determining whether or not to take the lease the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector equality duty). There is information set out in the report relevant to these considerations.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1. The council's stock of temporary accommodation is used to house homeless households who would otherwise struggle to find accommodation in the private rented sector. BME and single parent families are disproportionately represented amongst the households who occupied temporary accommodation.
- 6.2. At the time of writing of the current occupants of the properties, 24 (75%) are of Bangladeshi origin; 6 (19%) are Black African and there is one family each of White British, Black British and White European origin, with one property void.
- 6.3. 11 (32%) of the households are headed by lone parents, of which ten are women.
- 6.4. Renewing the lease for the 34 properties, for a further five years will provide stability for those families, and provide them with some security while efforts are made to secure a suitable final offer of accommodation.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 Not applicable

8. RISK MANAGEMENT IMPLICATIONS

- 8.1. The proposal reduces the risk of legal challenge by the owner of the properties in the event the Council is unable to deliver vacant possession by the date of the demise of the current lease.
- 8.2. It also mitigates the risk of financial loss in the event that properties are decanted in advance of the lease's demise.
- 8.3. It also mitigates the risk of legal challenge under S204 of the 1996 Housing Act by homeless households who may consider any alternative offer of accommodation is unsuitable.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 9.1 Not applicable.

10. EFFICIENCY STATEMENT

- 10.1 If agreement on revised heads of terms as outlined above is reached there is a potential saving to the Council of £500k over the life of the lease in comparison with current prices.
- 10.2 Unquantifiable savings could also be achieved by not needing to move these households to more expensive nightly-let accommodation out of the Borough.
-

Linked Reports, Appendices and Background Documents

Linked Report

- None.

Appendices

- None.


Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- None.

Officer contact details for documents:

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<p>CABINET 3 December 2014</p>	
<p>Report of: Robert McCulloch-Graham, Corporate Director, Education, Social Care and Wellbeing</p>	<p>Classification: Unrestricted</p>
<p>Provisional Exam Results 2014</p>	

Lead Member	Councillor Gulam Robbani, Cabinet Member for Education and Children’s Services
Originating Officer(s)	Anne Canning, Service Head, Learning and Achievement
Wards affected	All ward
Community Plan Theme	A Prosperous Community
Key Decision?	No

Executive Summary

This report provides an overview of the 2014 provisional education results from Foundation Stage to Key Stage 5 at Local Authority level, and a summary of how the provisional results compare to last year’s and national averages where known. It highlights the successes and challenges that are barriers to further progress, and any support interventions that we think will prove particularly effective in meeting these challenges.

Recommendations:

The Mayor in Cabinet is recommended to note the 2014 Local Authority education results, and to comment on the proposed strategy for support and challenge in the areas identified below to further raise performance:

- plan carefully for the introduction of the two year old health and learning check to ensure any early help needed with cognitive development is identified and planned for;
- continue to work with the full range of Early Years’ providers to ensure two to four year olds receive the best possible start;
- continue to support schools to share good practice in pedagogy, particularly related to literacy and higher order academic writing in order to improve the attainment of the most able pupils at all key stages;
- work with any school that has significantly underachieved to improve standards through effective data analysis and improved teaching and learning strategies;
- provide continued support and guidance to sixth forms to offer good transition plans from KS4 into KS5;

- continue to promote information advice and guidance for access to Russell group and Oxbridge and high quality apprenticeships, hence contributing to the borough's employment strategy.

1. REASONS FOR THE DECISIONS

- 1.1 To support continuous improvement in results so that at each phase the outcomes exceed national expectations.

2. ALTERNATIVE OPTIONS

- 2.1 This report is for noting and comment only. The Mayor may suggest changes to the proposed strategy for raising performance.

3. DETAILS OF REPORT

- 3.1 Provisional education results for our schools are now available for the assessments and exams taken during the summer term 2014. The age group and types of assessments reported on are detailed in Appendix A.

- 3.2 At present the examination results are provisional and are therefore still subject to change. Results are checked with schools in advance of the publication of the DfE achievement and attainment tables and as a result of this process we normally expect to see an increase of around one percentage point between provisional and final data.

- 3.3 There have been significant changes to the examination at GCSE in 2014 with: a reduction in coursework; the removal of speaking and listening from the English Language GCSE part way through the two year course; the raising of the grade boundaries which makes year on year assessments less reliable; the realignment of the value of BTEC vocational qualifications and; first entries only being counted in the performance measures. This is ahead of further significant changes to follow from 2015 to 2018.

- 3.4 Find below the headline comments from the results.

- At EYFS 55% of pupils achieved a GLD, an improvement on 10% from 2013. The national score is provisionally reported as 60%. We have reduced the LA/national gap by 1% point to 5%.
- At KS1 the outcomes continue to remain broadly similar to last year – just below the national (in brackets) average for the percentage of Level 2B+ in reading 79% (81%), writing 69% (70%) and mathematics 78% (80%). All measures have increased since 2013 by 1%.
- At KS2 the combined measure of reading, writing and mathematics at level 4+ is up 3% to 81% (79% nationally). Progress measures are above national. The percentage of level 6 mathematics has significantly risen by 5% to 11% (9% nationally).

- At KS4 the 5+A*CEM has dipped to 58%, a drop of 6.7%. This is the first drop in GCSE results for at least ten years (52.6% nationally, a drop of 6.6%)
- At KS5 results have improved. The Average Point Score (APS) for the academic measure is 712 (664 in 2013). Three schools have scored over 730 (782 national).

3.5 **Provisional Results**

Please note that the results at both KS4 and KS5 are very general as we do not have individual subject/pupil/grade data to analyse at this stage.

3.6 **Early Years Foundation Stage / Age 5**

This is the second year of the new statutory assessment for the EYFS. 55% of children were assessed as achieving a GLD, this is an increase of 9% compared to last year.

55 % of children whose first language is not English achieved a GLD, this was 47% last year, compared to 59% of children whose first language is English and this was 49% last year; this latter % is almost at national average.

There was still a 15 percentage point difference between girls and boys as in 2013 and there was a 7 percentage point difference between FSM and non-FSM which has increased from a 5 percentage point difference in 2013.

LA officers will continue to focus on how to support children on FSM and those with EAL to further raise standards and narrow the gap.

3.7 **KS1 / Age 7**

At KS1 the outcomes continue to remain broadly similar to last year – just below the national (in brackets) average for the percentage of Level 2B+ in reading 79% (81%), writing 69% (70%) and mathematics 78% (80%). All measures have increased since 2013 by 1%.

For the phonics screening in Year 1 we continue to perform above national averages by 2% at 76%. Phonics screening outcomes have improved in Tower Hamlets by 5% on outcomes last year.

There has been a 1% improvement in speaking and listening this year.

In science the Level 2+ Tower Hamlets performance is at 86% which is 4 points below the national average.

The percentage of pupils achieving Level 3+ in mathematics and writing continues to improve and we are closing the gap on national outcomes. There have been improvements in reading, speaking and listening and science at Level 3+, but the gap is not closing between LA and national outcomes fast enough and raising standards at these higher levels remains a priority.

3.8 KS2 / Age 11 (See Appendix B)

The combined measure of reading, writing and mathematics at Level 4+ is up 3% to 81% for the LA and this continues to be above the national outcome of 79%. There is a new focus on the percentage of pupils achieving Level 4B+ across reading, writing and mathematics, known as a good level of achievement. In Tower Hamlets 68% of pupils achieved Level 4B+ across the three subjects in comparison with 67% of pupils nationally. Pupils achieving at Level 5+ is up 3% to 22%. 2 pupils within the LA attained Level 6 in all subjects this year.

The provisional results for pupils' achievement in the English grammar, punctuation and spelling test at Level 4+ is 81% and at Level 5+ is 57%. This is an improvement on last year. At Level 6, for the most able pupils, the results have improved by 3% to 5%. These outcomes remain significantly above national outcomes at all levels.

3.9 The combined measure of reading, writing and mathematics at Level 4+ is up 3% to 81% for the LA and this continues to be above the national outcome of 79%. There is a new focus on the percentage of pupils achieving Level 4B+ across reading, writing and mathematics, known as a good level of achievement. In Tower Hamlets 68% of pupils achieved Level 4B+ across the three subjects in comparison with 67% of pupils nationally. Pupils achieving at Level 5+ is up 3% to 22%. 2 pupils within the LA attained Level 6 in all subjects this year.

3.10 The provisional results for pupils' achievement in the English grammar, punctuation and spelling test at Level 4+ is 81% and at Level 5+ is 57%. This is an improvement on last year. At Level 6, for the most able pupils, the results have improved by 3% to 5%. These outcomes remain significantly above national outcomes at all levels.

3.11 Reading outcomes improved this year and the percentage of pupils achieving at Level 4+ for Tower Hamlets is provisionally 3% higher than last year at 89% and is currently just above national averages. The percentage at Level 5+ has improved significantly by 6% to 45%.

3.12 Writing teacher assessment (TA) at Level 4+ has fallen by 1% to 85% but is slightly above the national average. Writing TA at Level 5+ has increased by 1% for the LA. The % at Level 6 in writing has risen 1% and is now at 2%. This is nationally a very challenging attainment.

3.13 The percentage of Level 6+ in mathematics has significantly risen by 5% to 11% and is above national outcomes.

3.14 KS4 / Age 16 (See appendix B)

At KS4 the 5+A*CEM has dipped to 58%, a drop of 6.7%. This is the first drop in GCSE results for at least ten years and is very disappointing. Two schools made small improvements on 2013 results; others dipped between 1.3% and 14.4%. The range of results is from 79.1% to 39.5%. The national results have dipped by 6.6% to 52.6%. 5A*-CEM results have dipped slightly more

than nationally but remain well above the national outcomes based on the first statistical release.

- 3.15 We have two schools below the current 45% 'basics' measure. One of these schools adopted a policy of entering all students early in the year for their GCSEs and it is these results, and not their summer ones, that are counted in the DfE table. Along with this issue of early entry, the issue of curriculum offer, particularly a dependency on BTec courses, is a significant factor in the dip in these results.
- 3.16 Almost all schools were predicting better results than achieved. Those schools that have performed poorly have forensically analysed their results and are clear about the reasons for their underperformance and have recovery plans in place. The impact of the change of accreditation for the BTec courses contributed to the drop in results; there are two reasons for this – a reduction in their assessment tariff per se and as a result of this some students were studying academic courses as an alternative for which they were less suited.
- 3.17 The percentage of pupils achieving A*-C in both English and Mathematics is 60.1%, at reduction of 5% points from 2013, but higher than the provisional England average of 54.8% for 2014.
- 3.18 The Borough average for the English Baccalaureate (EBacc) has risen from 21.5% to 24.2% (nationally 22.5%) with two schools achieving 47% Ebacc and all except two close to 20% or better.
- 3.19 The 5+A*-C GCSE measure for any subject, has dipped considerably to 68.3% from 85.8% in 2013; without question this is down to the reduction in the accreditation value of BTecs.
- 3.20 **KS5 / Post-16**
The Average Point Score (APS) per student for A-level increased from 662 to 698. Academic Subjects (A levels, Applied A levels, International Baccalaureate, Extended Project) increased from 664 to 712. Vocational subjects improved significantly from 561 to 673.
- 3.21 At A-level the APS per student increased from 662 to 698. The national APS in 2013 was at 733. Three of our schools scored just above 730 APS per student which reflects the drive amongst our schools to raise expectations and improve higher education access to 'above' national. There have been some very encouraging improvements and raising of standards.
- 3.22 On the whole educational standards continue to rise but the GCSE dip has been a real disappointment and schools and the LA will really work to ensure that we are back on track with this next year. Work is already in hand with those schools where there was a significant drop in standards and careful monitoring of curriculum offer and pupil progress will support this improvement.

- 3.23 Early years will benefit from additional support available through our better partnership working with health. In particular the work being developed around the two year old health and learning check should allow a significant opportunity for the early identification of any additional needs that a child may have so that we can address them earlier. Tentative plans on locating this check in some of our children centre locations are underway as this would offer immediate support for families whose children need early help.
- 3.24 Improving attainment for the more able remains a priority. Schools and the LA are working together to address this. For example many primary and secondary schools teach together in year 6 to improve access to the more advanced curriculum needed to secure L5+ outcomes. At KS4 teachers are focusing on the more able to gain good GCSEs at A*A grades in order to access appropriate A-levels. A focus on literacy skills and the use of academic English, particularly at KS5, remains a focus.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1. This report is identifying the prioritisation of available resources. The recommendations are not seeking any additional funding.

5. LEGALCOMMENTS

- 5.1 The Council has a general duty under section 13 of the Education Act 1996 to secure that efficient primary, secondary and further education are available in Tower Hamlets to meet the demands of the local population. The Council is additionally required by section 13A of the Education Act 1996 to discharge its relevant education functions with a view to: promoting high standards; ensuring fair access to opportunity for education and training; and promoting the fulfilment of learning potential by every person under 20 and persons aged 20 or over but under 25 who are subject to learning difficulty assessment.

- 5.2 In addition, pursuant Part 3 of the Children and Families Act 2014 the Council and its partner commissioning bodies must make joint commissioning arrangements about education, health and care provision to be secured for children and young people with special educational needs for whom the authority is responsible and those who have a disability. The Authority has a duty to keep such provision under review, cooperate with local partners and publish information in respect of the local offer of services it expects to be available for children and young people with SEN or who have a disability.

- 5.3 The Council's schools are subject to inspection by the Office for Standards in Education (Ofsted) under the Education and Inspections Act 2006. Having regard to these matters, it is appropriate for the Council to consider the results obtained by students in the borough and to consider what steps to take to improve that performance.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 Measures are proposed for raising performance which aim to improve equality of opportunity, raise aspirations and overcome barriers to learning and progression. A well-educated young adult able to progress onto quality progression post-16 with highly aspirational outcomes contributes to improving the life chances of our young people and gives them an equal opportunity to success. More importantly each success post-16 makes success then imaginable to the next generation which is often one of the biggest drivers to further improvements once an initiative such as this becomes embedded within schools.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 This is not applicable to this report.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1. This is not applicable to this report.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 9.1 This is not applicable to this report.

10. EFFICIENCY STATEMENT

- 10.1 This is not applicable to this report.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- NONE


Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- NONE

Officer contact details for documents:

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Cabinet Decision 3 December 2014	 TOWER HAMLETS
Report of: Steve Halsey, Head of Paid Service	Classification: Unrestricted
Tower Hamlets Single Equality Framework 2014/15	

Lead Member	Councillor Aminur Khan, Cabinet Member for Policy, Strategy and Performance
Originating Officer(s)	Louise Russell, Service Head Strategy and Equality
Wards affected	All wards
Community Plan Theme	One Tower Hamlets
Key Decision?	Yes

Executive Summary

This report presents Cabinet with the council's Single Equality Framework (SEF) for 2014/15 (Appendix 1). The SEF is the council's corporate strategy for promoting diversity and equality and helps the organisation achieve the vision of One Tower Hamlets. The core function of the SEF is to prioritise equality outcomes that require intervention at a strategic level and ensure that we have the plans and strategies to deliver our vision. The SEF pulls together an ambitious programme of equalities work across the council, including:

- The actions in place to deliver our equality priorities for 2014-15 and to respond to recommendations in our assessment under the Equality Framework for Local Government
- The organisation's response to the requirements of the Equality Act (2010)
- The council's activities to develop a workforce which reflects the community

Recommendations:

The Mayor in Cabinet is recommended to:

Agree the Tower Hamlets Single Equality framework 2014/15

1. REASONS FOR THE DECISIONS

- 1.1 To Agree the council's Single Equality Framework. The Equality Act 2010 requires the council to publish annually information to demonstrate compliance with the general duty. This compliance is demonstrated in the Single Equality Framework.

2. ALTERNATIVE OPTIONS

- 2.1 The council has a legal duty to publish annually information to demonstrate compliance with Equality Act 2010 and this is demonstrated in the Single Equality Framework. There are alternative ways of meeting this duty - for example, developing a council wide Equality Plan which is not integrated with the Strategic Plan. However, there are strong reasons for integrating equality within our approach to business planning and this approach has been recognised as good practice by independent peers.

3. DETAILS OF REPORT

- 3.1 The SEF is the council's corporate strategy for understanding diversity, tackling inequality and promoting cohesion. Integrated into the Strategic Plan, the SEF provides the strategic direction for the council's work on equality and enables the organisation to better meet the financial, policy and social challenges that we face today. It embraces the principles of the Equality Act 2010 and Public Sector Equality Duty (PSED) and sets out the organisation's Strategic Equality priorities.
- 3.2 The SEF provides a mechanism for the identification and monitoring of a focused set of strategic level equality priorities across the council to respond to areas of persistent inequality.
- 3.3 To ensure that we are able to track performance against our equality objectives for 2014/15 we have identified a set of equality performance measures and these are incorporated in to the Strategic Plan 2014/15. These include existing performance measures that relate to equality and measures which will be disaggregated by specific equality strands where we need to narrow the gap in terms of outcomes for specific groups.
- 3.4 All equality priorities are set out in the SEF. In addition, we have identified a set of existing performance measures which will be disaggregated by the relevant equality groups to enable us to monitor outcomes for these groups. Being able to track whether overall improvements are also narrowing the gap in outcomes for different groups will in turn inform future business planning. This approach also demonstrates that we are meeting the requirements of the PSED.

- 3.5 In early 2013 we developed a Borough Equality Assessment (Appendix 2), a document which summarises what we know about age, disability, gender, race, religion/belief and sexual orientation inequality in the borough. This document replaces the six Equality Schemes which were produced in 2010 and contained action plans which ran to 2013. This document was used to develop Strategic Plan priorities and actions for 2014-15, enabling us to further embed intelligence about inequality in the borough into our corporate planning framework.

Key Achievements in 2013-14

- 3.6 In March 2014 Tower Hamlets council was successfully re-assessed against the criteria for the 'excellent' level of the Equality Framework for Local Government. Key findings from the comprehensive peer review (Appendix 3) highlighted that:

- The council has built on experience and expertise in tackling inequality since the previous assessment in 2010, and has adapted methods and structures to address the new challenges that it faces. The council continues to focus its resources on improving outcomes for its most vulnerable communities, with equality underpinning the council's work with partners and stakeholders.
- Strong political and managerial leadership on equalities permeates Tower Hamlets council. This appears to instil confidence across the organisation and staff have a clear understanding of equality, and how it can be used as a key driver for delivering improvements in the borough.
- There is evidence of nuanced and sophisticated partnership working, on areas such as hate crime and managing community tensions, which are clearly having a significant positive effect in the ability of the council to respond quickly to situations as they arise.
- The council has good quality up to date information about the demographics of its local communities and uses its diverse workforce to enrich this data, enabling it to build up a sophisticated and up to date picture of the local area.
- The council uses commissioning and procurement to significant effect as a means of delivering on local equality and economic objectives. In order to get better value for money, its procurement strategy links equalities into the organisation's corporate vision and objectives, and opportunities to obtain wider (community) benefits when procuring have been identified and pursued.

- 3.7 The Equality Framework for Local Government review also highlighted some examples of activities the council undertakes that make it an 'Excellent' organisation in regards to equality. Examples included:

- Throughout 2013/14 the Local Voices project has supported local disabled people to participate in workshops, discussions groups, community activities, events, surveys and social media activity to address their concerns and issues. The project was supervised by a steering group of eight local disabled people with a mixture of impairments, ages, ethnicities and genders. Participants in the project are helping the council involve more disabled people in decision making and designing services.
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3.8 The council's Borough Equality Assessment provides an account of inequality in the borough. The Assessment provides an evidence base for the Single Equality Framework and informs service planning across the Council to ensure the council takes full account of the borough's diversity in planning and designing services. Some of the key achievements against the Borough Equality Assessment for 2013/14 include:

A Prosperous Community

Over the past year, the council has:

- Continued to narrow the gap between the Tower Hamlets employment rate and the London average
- Supported more than 750 residents into sustainable jobs through employment and skills programmes
- Helped 200 residents into apprenticeships
- Become an accredited London Living Wage (LLW) employer– which means that the council will pay its staff a minimum of the LLW - £8.80 per hour

Over the past year:

- Local primary school children performed better than the national average at Key Stage 2, and results are on course to improve further in 2014
- GCSE results further improved in 2013 with 65% of pupils achieving 5 GCSEs at A*-C including English and Maths, beating the national average again
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Over the past year:

- The overall level of crime has reduced
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Over the past year, the council has:

- Further reduced the teenage pregnancy rate
- Maintained free home care services for older people and disabled adults
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One Tower Hamlets

Over the past year, the council has:

- Increased the proportion of BME and disabled staff employed in senior positions in the Council

3.9 In 2012 the Mayor launched the Tower Hamlets Fairness Commission to address issues of inequality and fairness within an environment of diminishing public sector resources, and make recommendations on how the Council and local partners could work together to continue to reduce inequality.

3.10 The Fairness Commission reported in September 2013, making recommendations relating to three key themes; money and financial inclusion, employment and housing.

3.11 The council and partners have made significant progress in delivering the actions outlined in the report to tackle inequality, including:

- Recommendation 2: “Tower Hamlets becomes an online borough” , towards which the Council and Partners are delivering events for UK Go Online week for the first time, alongside the creation of a Partnership Strategy and Action Plan.
- Recommendation 8: “Reimagine local employment services so they work better for local people and businesses”, towards which the Council has reached agreement with Job Centre Plus on a Memorandum of Understanding and is developing a shared system for supporting residents into employment and monitoring their progress.
- Recommendation 16: “That the standard of private rented accommodation is improved, and tenants better protected, through a landlord licensing scheme for Tower Hamlets”, towards which Cabinet agreed in September to develop the evidence base required to implement the scheme.

3.12 A one year progress report was considered by Cabinet on 5 November 2014 which provided an update on the progress made on all Fairness commission recommendations

The Single Equality Framework 2014/15

3.13 The SEF sets out our approach to meeting the requirements of the Equality Act 2010 and the Public Sector Equality Duty. The Equality Act 2010 replaced nine separate pieces of legislation to simplify the law and help people understand it better and tackle discrimination more effectively. The Act introduced the Public Sector Equality Duty (PSED) which came into force in April 2011 and is aimed to embed equality considerations into the day to day work of all public bodies. Based on an understanding of the ‘protected characteristics’ (age, disability, gender reassignment, pregnancy and maternity, race, religion/belief, sex and sexual orientation), public bodies should have ‘due regard’ to the general duty under Section 149(1) of the Act to:

- Eliminate discrimination and harassment
- Advance equality of opportunity
- Foster good relations between different groups

3.14 To demonstrate ‘due regard’ there are two specific duties which are designed to help public bodies meet the general duty, these are to:

- Publish information showing that they have complied with the general duty
- Prepare and publish equality objectives

3.15 The SEF describes the work of the current Mayor in strengthening work on delivering One Tower Hamlets, including the embedding of equality considerations into medium term financial planning and providing a single figurehead to engage and represent our diverse communities. It also sets out the Council’s key priorities of:

- Protecting the most vulnerable
- Bringing diverse communities together
- Building a workforce that reflects the community

3.16 There is a commitment within the Community and Strategic Plans to continue to build One Tower Hamlets. The Single Equality Framework sits at the heart of the work to tackle inequality by taking a comprehensive look across all objectives and priorities and putting measures in place to improve equality across outcomes. Other key priorities include a renewed focus on enabling residents to voice their concerns, improve cohesion through regular community events that celebrate the diversity of the borough and ensure the council has a zero tolerance policy on hate crime. To achieve these priorities the council is looking to expand the community champions roles to further build community leadership and bring diverse voices to the fore to ensure all groups have an opportunity to participate. There is also a greater focus on the celebration of One Tower Hamlets using culture as a key driver to take this work forward. For example the culture service is currently developing a series of activities/ messages to be developed that culminate in a celebratory event “World Food Day”.

Monitoring the Single Equality Framework 2014/15

3.17 Progress on activities within the SEF are monitored through the regular Strategic Plan monitoring.

3.18 The 2013/14 monitoring data has been considered by the Tower Hamlets Equality Steering Group (THESG) which has identified a set of performance measures requiring particular focus in 2014/15, where there is a particular disparity in performance in relation to specific Protected Characteristics. THESG agreed the below measures will be focused on throughout 2014/15. The role of THESG will be to consider proposed activity and assist in identifying further opportunities for activity on a council wide basis to enable the gap to be further closed.

Directorate	SEF Measure	13/14 Performance
DR	Employment rate (gap v London)	Strategic Plan Target 13/14: 6.3% Overall Performance for 13/14: 3.9% Performance for Women 13/14: 8.4% Performance for BAME 13/14: 10.9%
CLC	Number of young people not in education, employment or	Strategic Plan Target: 4.5% Overall performance for 13/14: 4.5% Performance for White British: 12.7%

	training (NEET)	
ESCW	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	Strategic Plan Target 13/14: 65% Overall Performance for 13/14: 64.7% Performance for White British boys and Girls:46.7%/45.9%
Resources/LPG	Proportion of staff that are LP07 or above who are from an ethnic minority, Female , Disability	<ul style="list-style-type: none"> • The target for the proportion of LP07+ staff who are BME of 30% has not been met, however the minimum standard has been achieved. • There is a slight under-representation of females who are LP07+, the target of 50% has not been met. • The target for the proportion of LP07+ staff who have a disability has been achieved – however, 11.5% of the LP07+ cohort did not answer the question on their disability status.
Public Health	Childhood Obesity	Between 2006/07 to 2008/09 the increase in the level of obesity in 10-11 year olds in Tower Hamlets was amongst the highest in the country. Analysis of national and local data showed that this was mainly driven by a rapid increase in levels of obesity in Bangladeshi boys (seen both within Tower Hamlets and nationally)

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 This report presents the Council's draft Single Equality Framework (SEF) Action Plan for 2014/15.
- 4.2 Equalities issues should be embedded into service delivery and financial implications incorporated into budgets as part of the normal budget setting process. There are no additional financial implications arising from adopting the Single Equality Framework 2014-15. However, if additional costs arise from implementing the Plan, they will either need to be contained within existing revenue budget provisions in directorates or separate approval sought.

5. LEGAL COMMENTS

- 5.1 The Council is subject to a duty under section 149 of the Equality Act to have due regard in the exercise of its functions to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector equality duty).
- 5.2 The Equality Act 2010 (Specific Duties) Regulations 2011 Regulations issued pursuant to the Equality Act require the Council to publish information at least annually to demonstrate compliance with the general duty. The Council is also required by the Equality Act 2010 (Specific Duties) Regulations 2011 to prepare and publish one or more objectives which it thinks it should achieve in order to: eliminate discriminate and harassment; advance equality of opportunity; and foster good relations between different groups. The objectives must be specific and measurable. The Council has an ongoing duty to review and publish its objectives at intervals of not greater than four years, beginning with the date of last publication.
- 5.3 The Equality and Human Rights Commission has published guidance in relation to the public sector equality duty. This includes specific guidance on the purpose of equality objectives and how to go about setting them. Whilst the Council is not legally obliged to follow the EHRC guidance, it sets out good practice for authorities to follow. Without attempting to repeat the whole of the guidance, some key elements are –
- Proportionality. The number of objectives and the level of ambition should reflect the Council's size and diversity of functions.
 - Business planning. The objectives should be seen as part of the Council's business plan and as supporting its delivery.
 - Engagement. The Council should engage with the public, the voluntary sector and staff when setting objectives and should make full use of available equality data.
- 5.4 The objectives proposed in the Single Equality Framework appear to have been prepared in accordance with the EHRC guidance.
- 5.5 The objectives in the Single Equality Framework are closely aligned with objectives in the Tower Hamlets Community Plan, which contains the Council's sustainable community strategy for the purposes of section 4 of the Local Government Act 2000. The objectives appear capable of being carried out within the Council's statutory functions, but it will be for officers to ensure this is the case.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 This report presents MAB with the council's draft Single Equality Framework (SEF) for 2014/15 (Appendix 1). The SEF is the council's corporate strategy

for promoting diversity and equality and helps the organisation achieve the vision of One Tower Hamlets. The core function of the SEF is to prioritise equality outcomes that require intervention at a strategic level and ensure that we have the plans and strategies to deliver our vision.

- 6.2 Under the Equality Act 2010 and Public Sector Equality Duty, the council is required to prepare and publish one or more objectives which it thinks it should achieve in order to: eliminate discrimination and harassment; advance equality of opportunity; and foster good relations between different groups. The objectives must be specific and measurable.
- 6.3 The council's Borough Equality Assessment provides an account of inequality in the borough. The Assessment brings together the latest evidence on age, disability, gender, race, religion/belief equality, sexual orientation and transgender inequality in the borough. Produced through engagement with services, residents, community groups and partners the Assessment provides an evidence base for the Single Equality Framework and informs service planning across the Council to ensure the council takes full account of the borough's diversity in planning and designing services. It also provides a robust evidence base for equality objectives that are specific and measurable.
- 6.4 Guidance from the Equality and Human Rights Commission states that equality objectives should have the below elements:
- Proportionality. The number of objectives and the level of ambition should reflect the Council's size and diversity of functions.
 - Business planning. The objectives should be seen as part of the Council's business plan and as supporting its delivery.
 - Engagement. The Council should engage with the public, the voluntary sector and staff when setting objectives and should make full use of available equality data.
- 6.5 The objectives proposed in the Single Equality Framework have used the above principles as a structure to develop equality objectives and actions.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

7.1 N/A

8. RISK MANAGEMENT IMPLICATIONS

8.1. The Single Equality Framework ensures the council meets the obligations of the Single Equality Framework and mitigates against the risk that we discriminate against any element of the community.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

9.1 The Single Equality Framework contains an action plan which would reduce crime and disorder through promoting community safety and community cohesion.

10. EFFICIENCY STATEMENT

- 10.1 The approach of integrating equality within the council's business planning provides an efficient method of ensuring that equality is at the heart of the council's strategic and resource planning processes, including how we allocate resources to key priorities.
-

Linked Reports, Appendices and Background Documents

Linked Report

NONE

Appendices

Appendix 1 Single Equality Framework 2014/15

Appendix 2 Borough Equality Assessment 2014/15

Appendix 3 Equality Framework for Local Government Peer Review 2014

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

NONE

Officer contact details for documents:

- Louise Russell, Service Head Strategy and Equality 020 7364 3267

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Tower Hamlets SINGLE EQUALITY FRAMEWORK 2014-15



SINGLE EQUALITY FRAMEWORK 2014/15

Foreword from Mayor Lutfur Rahman *(to be confirmed with Mayor's office)*

I am pleased to present the Single Equality Framework for 2014/15 which provides the strategic direction for the council's work on equality. Underpinning the Single Equality Framework is the aspiration to build One Tower Hamlets – a borough where everyone feels they have an equal stake and status through reducing inequalities, fostering cohesion and supporting strong community leadership. One Tower Hamlets is central to all of the council's work.

Tower Hamlets is the first council in the UK to be reassessed as Excellent against the Local Government Association's Equality Framework for Local Government (EFLG) – the highest award available. I am pleased that our approach to creating One Tower Hamlets has received national recognition and as we go forward equality will continue to be the focus of our approach to delivering services to residents.

This framework sets out our considerable achievements in addressing inequality for all groups and communities within the borough. The proposed actions set out in the action plan reflect the analysis we have undertaken to understand current need and what more we need to do to ensure that all residents have access to excellent services and aspirational opportunities.

Mayor Lutfur Rahman

1. Introduction

The Single Equality Framework is the Council's corporate strategy for understanding diversity, tackling inequality and promoting cohesion. Integrated into the Strategic Plan, the Framework provides the strategic direction for the Council's work on equality to enable us to better meet the financial, policy and social challenges that we face today. It embraces the principles of the Equality Act 2010 and Public Sector Equality Duty; sets out our Strategic Equality priorities and; builds on our strong record of embedding diversity and equality in everything we do.

The Council's Vision, developed in the Community Plan 2020, to be achieved with our partners and with the active participation of all those who have a stake in the borough, is to improve the quality of life for everyone who lives and works in the borough. Underpinning this vision is the desire to build One Tower Hamlets – by tackling inequality, strengthening cohesion and building community leadership. The Single Equality Framework will help to achieve this by prioritising equality outcomes that require intervention at a strategic level and it will ensure that we have the capacity to deliver our vision.

2. Background

Deprivation and poverty are prominent features in Tower Hamlets and lack of access to affordable housing, high rates of unemployment and stark health inequalities affect the life chances of many residents. Yet the borough is also a place of contrast with immense wealth sitting alongside some of the highest levels of poverty in the country. While the average annual earnings of those working in the borough is £75,000 and its economy is worth £6billion per year, a third of households live on less than £15,000 per year and the borough has the highest rate of child poverty nationally and lowest healthy life expectancy for women in the country.

The Council has a strong track record of working with our partners to reduce inequality and improve outcomes for local people. In 2014 we were re-awarded 'excellent' for the the Equality Framework for Local Government. However, since 2010 reductions in public sector funding have had a significant effect on the resources available to the Council and other local public sector organisations to tackle inequality. Furthermore the Coalition government's programme of welfare reform including changes to benefits, tax credits and support for families, is predicted to have a considerable impact on many residents in the borough. For those affected this means a drop in household income and we are already seeing the effects of these changes in increased rates of homelessness and people seeking advice in relation to their debts. Given the already high levels of deprivation and poverty in the

borough, these changes are making it even harder for many households to get by with the potential for this to affect educational attainment, crime, health and wellbeing in the borough. This is happening alongside growing demand for services as a result of a rapidly growing population.

These issues converge to make Tower Hamlets a place in which existing inequalities could grow over coming years. Since he was elected as the Council's first Executive Mayor in 2010 Lutfur Rahman has made tackling inequality and protecting vulnerable residents a key priority. Further reflecting this commitment, Lead Member for Policy, Strategy and Performance Councillor Aminur Khan has the lead responsibility for driving forward the administration's approach to promoting equality.

3. Leadership and vision

The Council's vision, developed in the Community Plan 2020, is to improve the quality of life for everyone who lives and works in the borough. Underpinning this vision is the desire to build One Tower Hamlets – by tackling inequality, strengthening cohesion and building community leadership.

Mayor Rahman and One Tower Hamlets:

Tackling inequality

Mayor Lutfur Rahman is the first Executive Mayor in the Britain to come from a black or minority ethnic background, demonstrating the real progress made in tackling inequality and discrimination in the borough. Since October 2010 the Mayoral model has provided the organisation with a clear focus and greater capability to tackle inequality. The Mayor's priority of protecting the most vulnerable has informed strategic and financial planning and was a key driver for developing the Council's budget for 2012-15. As a result of this approach the budget has protected frontline services and taken measures to ensure that the borough's most vulnerable residents are protected from budget savings.

The Mayor's commitment to building One Tower Hamlets has informed the Council's approach to delivering services which meet the needs of our diverse community – a number of the activities and interventions described in the Single Equality Framework action plan 2014-15 demonstrate how services are taking specific measures to mainstream the promotion of equality into the design and delivery of their services. In addition to this however, a number of initiatives have been developed which are intended to

directly address the inequality experienced by people in the borough because of their age, disability, gender, ethnicity, sexual orientation or region/belief. These include activities such as:

- Launching a new mechanism to enable disabled people to play an active role in the design and delivery of key council services through the running of a disabled people-led forum
- Developing a partnership approach to Violence against Women and Girls (VAWG) through the design and delivery of a joint VAWG action plan
- Providing support to faith communities in the borough to maintain and develop their buildings which are often of historic significance and are costly to run and maintain
- In the context of increasing migration into the borough of people from a growing number of countries, support the development of a consistent English as a Second Language 'offer' which ensures high quality, accessible provision in the borough for all learners
- Redesigning and re-commissioning community services for older people to enable them to live independently
- Addressing youth unemployment and the barriers young people face getting into jobs in which they can progress by working with employers to increase the number of apprenticeship opportunities available to local young people
- Addressing under-representation of local LGBT young people in Youth Services through a targeted programme of work to develop inclusive services

Strengthening cohesion

The Mayoral model has offered real opportunities to develop a shared vision to unify different sections of our community and provide unified leadership in times of difficulty and tension. One of the key pledges of the Mayor is to promote community cohesion and bring our diverse communities together to build 'One Tower Hamlets'. This commitment was especially pronounced in responding to the appearance of "Gay Free Zone" stickers in the borough in spring 2011, the riots which affected much of London in August 2011 and the targeting of the borough by the English Defence League, most recently in September 2013. Working with people from across the borough's diverse communities has been the basis for a unified response to those who seek to divide us and during times of tension the Mayor has worked with young people, faith leaders, Council officers, community workers, police officers and residents to help keep the peace on the streets of Tower Hamlets.

Building community leadership

Having an Executive Mayor offers a unique opportunity to drive forward work on tackling inequality; the Mayor is able to speak on behalf of all residents to partners and other bodies within the borough and beyond to highlight the needs of local people and build coalitions to improve outcomes. A key mechanism for achieving improved outcomes has been by embedding a commitment to promoting equality in the Council's approach to procurement. The Procurement Imperatives outline the Council's priorities for all procurement activity which totals more than £445million per year. 'Promoting diversity and equality of opportunity by incorporating provisions around the Council's Workforce to Reflect the Community policy in contracts and providing support for BME businesses' is one of the Imperatives priorities.

To support Building Community Leadership the Mayor has developed a Community Champion Programme. Mayor's Community Champion Coordinators play a vital role in supporting the actions of the Local Community Ward Forum through:

- acting as facilitators bringing together and promoting discussion between residents and local service providers and schools, etc;
- supporting the development of community-driven solutions taking into account local concerns;
- supporting the creation of active citizenship within the area through fostering community pride and cohesion;
- nurturing community-led projects by providing a platform for resident voice.

All Community Champion Coordinators are provided with a bespoke training package focusing upon community leadership, forum coordination and Tower Hamlets Partnership working. Ongoing support is also be available to all Coordinators.

To further develop work to address the stark inequalities in the borough, in 2012 the Mayor established a Fairness Commission to bring together people, ideas, opinions, experts and evidence to generate a fresh perspective on how to make Tower Hamlets a fairer place to live in the current financial and political climate. During its evidence gathering the Commission was tasked with engaging with people across the borough about its future, from big business and public services to small community groups and individual residents. The Fairness Commission published their report "Tower Hamlets – Time to Act" at the end of September 2013. The report made 16 recommendations relating to three key themes; money and financial inclusion, employment and housing. These recommendations were addressed to four audiences: national government; the council and local public sector; businesses and; the voluntary and community sector.

The report is available on the Council's website at www.towerhamlets.gov.uk/fairness

The leadership and commitment of the Mayor is crucial to our ability to drive forward work on equality, and the Mayor's priorities are the key driver for the Council's work. This year equality objectives have been incorporated within the Council's Strategic Plan and through robust delivery structures and processes these priorities are translated into work at all levels of the organisation.

The equality objectives are key drivers for our work on tackling inequality but also help us to demonstrate how we meet the requirements of the Equality Act 2010 Public Sector Equality Duty. Under the Act we are required to prepare and publish objectives which ensure that our work contributes to: eliminating discrimination; advancing equality of opportunity and; fostering good relations between different people. In many ways our cross cutting principle of One Tower Hamlets mirror the aspiration of the Duty.

4. Key Achievements in 2013-14

In March 2014 Tower Hamlets council was successfully re-assessed against the criteria for the 'excellent' level of the Equality Framework for Local Government (Summary Report Appendix 3) . Key findings from the comprehensive review highlighted that:

- The council has built on experience and expertise in tackling inequality since the previous assessment in 2010, and has adapted methods and structures to address the new challenges that it faces. The council continues to focus its resources on improving outcomes for its most vulnerable communities, with equality underpinning the council's work with partners and stakeholders.
- Strong political and managerial leadership on equalities permeates Tower Hamlets council. This appears to instil confidence across the organisation and staff have a clear understanding of equality, and how it can be used as a key driver for delivering improvements in the borough.
- There is evidence of nuanced and sophisticated partnership working, on areas such as hate crime and managing community tensions, which are clearly having a significant positive effect in the ability of the council to respond quickly to situations as they arise.

- The council has good quality up to date information about the demographics of its local communities and uses its diverse workforce to enrich this data, enabling it to build up a sophisticated and up to date picture of the local area.
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5. Valuing Diversity: Our Policy Statement on Diversity and Equality

Valuing diversity is one of the four core values of the Council. We will promote diversity and equality in everything we do to improve the quality of life for everyone living, working and visiting Tower Hamlets. The borough’s diversity is one of its greatest strengths and assets. We will build upon this by working with the Tower Hamlets Partnership to provide accessible and responsive services that enable everyone to take part in the social, cultural and economic wealth of the borough. Achieving this is central to delivering the Council’s vision, is linked to our Strategic Plan priorities and objectives and forms a driving force within the Community Plan and is key to creating a cohesive community.

Our commitment is supported by a legal duty to have due regard to tackling discrimination, advancing equality of opportunity and fostering good relation between different groups. This provides an important tool to help further embed diversity and equality in the culture of the organisation. We believe we have a strong moral and social duty to do everything we can to challenge prejudice and discrimination and promote better understanding and respect. At the same time we recognise that discrimination takes place and tensions can sometimes exist between different communities.

As a service provider we will:

- Promote equality of opportunity and eliminate discrimination in the planning and delivery of our services in terms of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation, health and income status. The duty to have due regard to the need to eliminate discrimination also covers marriage and civil partnerships.
- Promote good relations between communities and address negative stereotyping of any groups;
- Advance equality of opportunity between people from different groups; and
- Tackle harassment relating to a person's age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation, health and income status and marriage and civil partnership status.

As an employer we will:

- Develop, review and promote policies and practices that ensure equality of opportunity and eliminate discrimination for our workforce in all areas of employment (including recruitment, retention, learning and development, promotion, grievance, disciplinary and retirement); and
- Ensure that our workforce reflects the diverse nature of the borough.

6. Delivering improvement: Our equality objectives

The Single Equality Framework identifies our strategic priorities to promote equality. It also includes the actions we will take as an employer to promote equality and develop a workforce that reflects our community and the activities we will deliver to improve our equality practice across the organisation. The analysis which underpins the Framework informs the wider plans and strategies of the Council and Tower Hamlets Partnership, including:

The Community Plan sets out the vision and objectives of the Tower Hamlets Partnership, looking forward to 2020. The Plan was refreshed in July 2011 and embraces the breadth of strategies which the Council and its partners have in place to deliver our vision and objectives. An overarching theme for the Community Plan is a commitment to building One Tower Hamlets and puts tackling inequality, strengthening cohesion and building strong and effective community leadership at the heart of all that we do.

The Council's Strategic Plan sets out a work plan for Tower Hamlets Council and is updated annually. We have embedded our

equality priorities within the Strategic Plan to ensure the promotion of equality is at the forefront of the Council's work in responding to the financial, policy and social challenges that we face today that a focus on equality informs the business planning of the organisation.

The Council's Borough Equality Assessment provides an account of inequality in the borough. The Assessment brings together the latest evidence on age, disability, gender, race, religion/belief equality, sexual orientation and transgender inequality in the borough. Produced through engagement with services, residents, community groups and partners the Assessment provides an evidence base for services across the Council to ensure that they take full account of the borough's diversity in planning and designing services.

Our equality objectives

Our equality objectives for 2014/15 are set out below and are made up of:

- Priorities where the primary intention is to reduce inequality between people from different protected groups
- Priorities which relate to an outcome where we know that there are inequalities between different groups and where we will seek to narrow the gap

One Tower Hamlets		
Strategic priority	Strategic equality actions	Milestones
<i>Reduce inequalities</i>	Employ a workforce that fully reflects the community it serves	<ul style="list-style-type: none"> • Introduce the 'Take a Chance Scheme' new recruitment initiative • Support the Navigate programme with progression or development for 50% of participants, encouraging participation from all groups to reflect the workforce • Support 50 apprentices in vocational training by identifying placements across directorates, encouraging participation from all groups (including older established communities) to reflect the community • Increase the proportion of temporary workers resourced from the local community by utilising Tower Hamlets in-house temporary resourcing

		service (ITRES) and encouraging participation from all groups to reflect the community
	Double the number of apprenticeships at the council for disabled residents from 10 to 20 each year	<ul style="list-style-type: none"> • Two recruitment campaigns to take place on an annual basis for disabled residents to support them into employment or vocational studies
	Coordinate and support the implementation of the recommendations arising from the Tower Hamlets Fairness Commission	<ul style="list-style-type: none"> • Council response to the Fairness Commission recommendations presented at Cabinet • Progress report on implementation of the Fairness Commission recommendations presented at Cabinet
	Refresh our strategies around diversity and cohesion	<ul style="list-style-type: none"> • Report on response of recommendations of the EFLG to CMT • Review of our cohesion and equality strategies to CMT
	Ensure that 'every voice matters'	<ul style="list-style-type: none"> • Identify areas where disabled people will be involved in co-designing responses to areas of inequality for disabled people agreed through the Local Voices work programme • Present Local Voices progress report to Tower Hamlets Equalities Steering Group • Refresh mechanisms for involving local LGBT residents in the design, delivery and scrutiny of local services • Review mechanisms for involving local faith communities • Improve representation of disabled people in the Community Champions
<i>Work efficiently and effectively as One Council</i>	Develop Progressive Partnerships to further the Mayor's social objectives	<ul style="list-style-type: none"> • Introduce smarter sourcing practices to support SMEs, deliver savings and increase compliance • Launch the local supply chain initiatives to stimulate the local economy • Develop a 'Business Charter' for Tower Hamlets through which local

		businesses commit to 'buy local, employ local, support local'
A Great Place to Live		
Strategic priority	Strategic equality actions	Milestones
<i>Provide good quality affordable housing:</i>	Increase the availability of affordable family sized housing	<ul style="list-style-type: none"> • Meet with developing RPs twice, to agree the number, location, size and timing of their schemes • Ensure that each planning application has as close to a policy compliant offer of affordable family sized homes • Meet quarterly with the GLA to discuss progress on grant funded schemes and future bids by RPs/developers in Tower Hamlets • Participate at all ELHP Chief Officer Groups and the ELHP Board • Support RPs grant applications to the GLA ensuring that quantum of family homes is maximised and rents are affordable • Work with RPs and Planning to increase the delivery of affordable housing with the aim of completing 5500 new affordable homes by May 2018
	Seek to mitigate homelessness and improve housing options	<ul style="list-style-type: none"> • Improve housing options in the private rented sector - scope project and agree project plan • Develop proposals for consideration informed by evidence and legal advice • Produce and publish the Homeless Statement Action Plan • Submit Cabinet report setting out options and budgetary requirements in relation to the private rented sector • Support the London Living Rent Campaign and work with the GLA's London Rental Scheme and London Landlord Accreditation Scheme to improve regulation in the Private Rented Sector producing a scoping report by September 2014 • Produce the service change specification for an enhanced Housing Options Service as defined by the No Wrong Door project

<i>Maintain and improve the quality of housing</i>	Reduce the number of council homes that fall below a decent standard	<ul style="list-style-type: none"> • Commence Year 4 DH Programme using five contractors • Make 3109 homes decent • Ensure delivery of local community benefits targets
	Offer affordable fuel options through the Tower Hamlets Energy Community Power (Energy Cooperative)	<ul style="list-style-type: none"> • Deliver the energy use awareness programme, including home energy efficiency advice and short term loans of energy monitoring devices, to help residents recognise their current energy use and identify potential savings • Provide tailored home energy efficiency advice and energy packs to 250 households in the borough, focused on those at risk of fuel poverty including vulnerable residents and over 75s • Implement the Fuel Poverty Plan and produce an annual report on progress and achievements • Continue with resident sign-up for the collective energy switching scheme and hold at least two auctions in the year to secure cheaper tariffs for residents
<i>Provide effective local services and facilities</i>	Deliver a multi-faith burial ground	<ul style="list-style-type: none"> • Partner to secure planning consent for Multi-Faith burial ground • Commence marketing of cemetery provision • Completion of setting out of grounds
<i>Develop stronger communities</i>	Engage residents and community leaders in policy and budget changes	<ul style="list-style-type: none"> • Consult residents as part of the development of the Community Plan • Hold an annual Mayor's Budget congress • Further develop and deliver a resident budget communications plan

	Implement a framework for engagement of borough-wide equality forums in the Partnership	<ul style="list-style-type: none"> • Develop proposals to Partnership Executive for engagement of borough wide equality forums • Present implementation report to Partnership Executive
	Develop further the Local Community Ward Forums and the Community Champions Programme	<ul style="list-style-type: none"> • Use the LCWFs to support the scoping of the 'Play Streets' scheme in the borough • Establish and implement three additional Local Community Ward Forums following the implementation of ward boundary changes • Implement a 3rd round of Community Champions recruitment with targeted recruitment of under-represented groups • Develop a Community Champions Framework

A Prosperous Community		
Strategic priority	Strategic equality actions	Milestones
<i>Improve educational aspiration and attainment</i>	Expand free early years education places of high quality for disadvantaged two-year-olds	<ul style="list-style-type: none"> • Develop access routes to support the expansion of early learning places for eligible 2 year olds • Use capital and trajectory building allocation from Dedicated Schools Grant to develop new, and expand existing, provision for eligible 2 year olds • Work with identified settings to ensure that they are of high enough quality to provide places for eligible 2 year olds - promoting shared use of buildings where possible

	<p>Raise attainment and narrow the gap between the lowest 20% and the median of all children at the end of the Early Year's Foundation Stage Profile (EYFSP)</p>	<ul style="list-style-type: none"> • Roll out second year of Every Tower Hamlets Child a Talker (ECaT) Programme • Roll out of the mathematics programme, including by appointing a skilled teacher who can work with both schools and MPVI settings; beginning the programme in the summer term and using QA and review processes as for ECaT • Work with targeted schools, including by allocating a development worker to each school; agreeing a programme of work incorporating support for leadership skills, assessment, assessing using the characteristics of learning and planning for progress; reviewing EYFSP outcomes for each school
	<p>Increase the number of children achieving 5 A*-C grades including English and maths grades at GCSE</p>	<ul style="list-style-type: none"> • Identify the distribution of underperformance across the borough schools at all key stages, with a particular focus on White UK pupils and Looked After Children; offer feedback to the schools; identify key schools to work with to improve the attainment levels of the underachieving pupils • Undertake identification of specific barriers to achieving such as family issues, SEN, attendance, health and motivation • Offer targeted Key Stage 4 support to the worst performing schools to support improvement, including learning and family support interventions especially for Looked After Children

	Bring A Level results above the national average	<ul style="list-style-type: none"> • Support all sixth forms to use ALPS data effectively in their planning to target support to Year 12 students • Offer targeted Key Stage 5 support to the worst performing schools to support improvement, including learning and family support interventions • Fund and support the development of academic literacy, by providing one to one tuition for students and support for teachers which schools can access
	Embed a Child Rights Approach in all of our commissioning for 2014-15	<ul style="list-style-type: none"> • Ensure all our key partners sign up to the Mayor's Charter of Child Rights • Children and Families Partnership Board agree the joint child rights based commissioning framework • Provide training for colleagues undertaking commissioning in 2014-15 • Procurement processes completed
	Assist more people into further education and to university, and continue to deliver the Mayor's Educational Allowance (MEA) and the Mayor's Higher Education Award (MEHEA)	<ul style="list-style-type: none"> • Hold information sessions for parents about aspirational progression routes for young people leaving school, college or university • Hold the annual Mayor's Education Achievement Awards to recognise the achievements of young people in the borough • Undertake publicity and advertise the MEA and MHEA schemes • Apply the MEA and MHEA policy to determine applications • Make payments

	Maintain investment in youth services and provision for young people	<ul style="list-style-type: none"> • Redesign and implement a new grant allocation process • Review Youth Service provision following the implementation of the restructure • Undertake a review of administrative support functions
	Provide effective support for parents and governors	<ul style="list-style-type: none"> • Provide training in relation to governors' financial responsibilities including new responsibilities related to teachers' pay, to improve the governance framework • Ensure new governors in community schools undertake induction training; 50% of governors newly appointed in 2013/14 to attend the course within one year of being appointed • Monitor the equality profile of governors and encourage the recruitment of under-represented groups
<i>Support more people into work</i>	Support residents into jobs through employment and skills programmes	<ul style="list-style-type: none"> • Support 750 Tower Hamlets residents into jobs • Monitor and report the equalities profile of residents securing jobs to steer provision to targeted equality groups • Establish a commercial recruitment agency for Tower Hamlets • Create a new internal partnership arrangement based on a broad SLA with key partners including Job Centre Plus and other Economic Taskforce members • Progress the first phase of the development of a new integrated employment centre • Deliver integrated employment support services from each of the Idea Stores • Support more people aged 18-69 with learning disabilities and mental health needs into employment

	Provide high quality support and training to assist young people into sustainable employment	<ul style="list-style-type: none"> • Increase and improve the labour market information provided to young people, schools and parents, focusing on growth areas • In partnership with TH EBP, develop a clear and high quality standard of work experience for young people in school for employers to sign up to • Provide a minimum of 2 job fairs during the year for NEETs • Provide a Level 2 Award in Leadership for 200 young people
	Support English for Speakers of Other Languages (ESOL)	<ul style="list-style-type: none"> • Develop the performance framework to enhance monitoring arrangements for the uptake and performance of Idea Stores Learning ESOL provision • Carry out a review of funding options for ESOL in the borough and implement a new structure for the delivery of a sustainable ESOL programme
<i>Manage the impact of welfare reform on local residents and maximising incomes</i>	Implement the Welfare Reform Temporary Accommodation Support Fund	<ul style="list-style-type: none"> • Report on fund's 6-month spend, using this data to assess fund's likely duration and number of households involved • Report on measures requiring adoption to prevent over-spend of fund • Delivery of adopted measures for all capped households
	Optimise use of existing funding and maximise prospects for future funding	<ul style="list-style-type: none"> • Refine and develop grant management systems to improve productivity, management information and effectiveness of contract compliance monitoring • Develop the Main Stream Grants future funding programme • Launch round 3 of the European Social Fund community grants programme

	Drive the ongoing partnership wide programme around welfare reform	<ul style="list-style-type: none"> • Complete research into impact of welfare reform on local people • Increase supply of specialist welfare benefits advice provision to support residents affected by changes in welfare benefits. • Develop proposals to respond to Local Support Services Framework • Develop a partnership approach to promote digital inclusion including provision of free WIFI areas • Take forward recommendations of welfare reform research
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A Safe and Cohesive Community		
Strategic priority	Strategic equality actions	Milestones
<i>Focus on crime and anti-social behaviour</i>	Deliver the partnership 'Violence Against Women & Girls (VAWG) programme	<ul style="list-style-type: none"> • Develop and analyse new performance indicators to support the anti-VAWG partnership work of the Council • Ensure that female residents have continued access to in-borough provision of Rape Crisis Services (Advice, Counselling and Advocacy) • Implement a multi-agency strategic approach to training and awareness raising in the borough for existing (VAWG) professionals • Develop a dedicated curriculum and VAWG training programme for young people in schools
	With our partners, deliver the Partnership Community Safety Plan	<ul style="list-style-type: none"> • Complete the strategic review and equality analysis of Crime and ASB • Annual review of the Community Safety Plan • Ensure that the Integrated Offender Model is embedded within the Community Safety Partnership Plan • Increase the number of hate crime pledges signed, and the number of reports made by hate crime third party reporting sites • Work to improve reporting of hate crime from disabled people through the

		work of Community Champions.
<i>Foster greater community cohesion</i>	Celebrate our diversity with community events every month	<ul style="list-style-type: none"> • Support and deliver 120 community events with an attendance of over 100 • Deliver a programme of events which celebrate the diversity of the local community including: <ul style="list-style-type: none"> • Black History Month • Interfaith Week • International Day for Disabled People • LGBT History Month • International Women's Week • Support the celebration of World Food Day on October 16th as part of the annual events programme.
	Deliver the Mayor's One Tower Hamlets fund scheme	<ul style="list-style-type: none"> • Complete evaluation of 2014 One Tower Hamlets fund and present to the Tower Hamlets Equalities Steering Group • Advertise One Tower Hamlets Fund • Evaluate and award funding

A Healthy and Supportive Community		
Strategic priority	Strategic equality actions	Milestones
<i>Reduce health inequalities and promote healthy lifestyles</i>	Develop and implement a Women and Health employment programme focusing on the priority of Maternity and Early Years	<ul style="list-style-type: none"> • Introduce programme Steering Group monthly meetings • Recruit 100 women • Ensure 100 training courses started • Deliver 100 placements started
	Support young people to live healthy lives	<ul style="list-style-type: none"> • Ensure 90% of Tower Hamlets schools have registered with the GLA's Healthy Schools London Award Scheme • Deliver healthy eating and physical activity training to 150 school staff

		<ul style="list-style-type: none"> • Provide healthy eating and physical activity support to 25 schools • Support 15 schools to achieve Advanced Healthy School Status • Develop a new model of Tier 2 mental health support to schools, children's centres, colleges and youth services, in partnership with Tower Hamlets CCG • Ensure the provision of focused contraception and sexual health services and the delivery of SRE in school and community settings
	Use Public Health expertise within a Council and Partnership-wide approach to reduce health inequalities for all sections of the community	<ul style="list-style-type: none"> • Develop, agree and implement a 'food for health' action plan • Identify roles and responsibilities across the Council for Public Health Outcomes Framework indicators and align with JSNA and Health and Wellbeing Strategy • Support 2900 people to quit smoking. • Tender and award Public Health commissioned services
	Deliver free school meals for all primary pupils in the borough through supplementing the government's Universal Infant Free School Meals programme	<ul style="list-style-type: none"> • Assess catering staffing needs on school by school basis (July 2014) • Recruit additional staff through Skillsmatch (July 2014) • Publicise scheme to parents of all Primary children (July 2014)
<i>Enable people to live independently</i>	Improve support to carers	<ul style="list-style-type: none"> • Complete the commissioning actions within the Carers Three Year Plan – including improving access to employment for carers • Review the introduction of carers' budgets to give carers control over the services they choose to receive in the context of the Care Bill
	Improve the customer journey by embedding the principles of choice and control	<ul style="list-style-type: none"> • Complete the implementation of the new 'Customer Journey' for the community learning disability service • Complete the refresh on the market position statement and approach to social care market locally in line with requirements of the Care and Support

		<p>Bill</p> <ul style="list-style-type: none"> • Launch the e-marketplace to enable people to purchase health and social care services over the internet • Implement phase 2 of the development of a Quality Standards Framework for non-regulated services • Review take-up of self-directed and direct support in giving users control over the services they choose to receive • Re-commission mental health services to improve their ability to enable people to live safe, independent and fulfilled lives in the community
	Enable personalised support for the borough's most vulnerable residents	<ul style="list-style-type: none"> • Develop a strategic framework to address the issues of social inclusion and health and within this context review open access/prevention services including the Borough's network of lunch clubs and tea dance events. • Create an equipment demonstration centre to support independence and wellbeing • Implement the strategy on the development of new supported accommodation for people with mental health needs who need high end support • Implement the Mental Health Strategy with emphasis on addressing mental health inequalities and establishing a life course approach to mental health
<i>Keep vulnerable children, adults and families' safer, minimising harm and neglect</i>	Work together to protect vulnerable adults	<ul style="list-style-type: none"> • Establish a working relationship between SAB and the HWBB; including the establishment of a written protocol • Continue to develop the Safeguarding Adults Board role in monitoring and reviewing the multi-agency response to safeguarding vulnerable adults • Ensure local agencies comply with the Winterbourne Actions
	Provide proportionate support to vulnerable children and families	<ul style="list-style-type: none"> • Implement the recommendations from the Children with Disabilities Joint Strategic Needs Assessment • Develop a Gangs strategy to keep our young people away from gang culture
	Introducing improvements to	<ul style="list-style-type: none"> • Reduce the number of children awaiting permanent adoption through

	the adoption system	adoption, special guardianship or long-term fostering <ul style="list-style-type: none"> • Achieve an increase in the pool of adopters through contributing to the pan-London recruitment campaign • Reduce the average number of days between Tower Hamlets receiving court authority to place a child for adoption and then deciding on a match to an adoptive family to less than 100 days
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7. Delivering our equality objectives

Robust structures and processes ensure that our equality objectives are translated into work at all levels of the organisation. In 2015/154 the Lead Member with responsibility for equality is Cllr Aminur Khan and the Scrutiny Lead for the Law, Probity and Governance Directorate is Cllr Peter Golds who has diversity, equality and community cohesion within his remit. The Corporate Director responsible for diversity and equalities is the Head of Paid Service, Stephen Halsey, and the One Tower Hamlets Team in the Law, Probity and Governance Directorate facilitates and coordinates equality and diversity work across the Council. Within directorates there are Strategy, Policy and Performance (SPP) teams with responsibility for promoting and mainstreaming diversity and equality. In directorates without an SPP Team, Business Managers have a key coordinating role. The above structures ensure that our equality objectives are cascaded and implemented throughout the organisation.

In order to maintain and develop existing good practices, the Council has in place a number of business planning processes which support our work on equality:

1. The Tower Hamlets Equality Steering Group (THESG) is the Council's strategic level group with responsibility to promote equality and eliminate discrimination. It is the role of the Group to identify processes and projects that will embed and mainstream equalities and put structures in place to meet our equality objectives. Meetings are chaired by the Corporate Director for Development and Renewal, Aman Dalvi, and takes place monthly with representation from each directorate. SPP officers from all directorates attend these meetings which ensures a strong focus on equality and diversity is embedded and becomes "business as usual" across the council.
2. Each service, team and individual work plan is expected to draw on the Borough Equality Assessment and include diversity and

equality objectives that arise from the equality objectives set out in the Strategic Plan, as well as actions arising from equality analyses and our duties to promote equality in employment to ensure that staff see equality issues as part of their day-to-day work. To support this, a range of training is offered by Corporate Learning and Development including a section about equality in corporate induction, disability awareness and equality and diversity workshops. There is also detailed information available on the intranet which provides an easy guide for staff to help mainstream equalities.

3. To ensure that the promotion of equality and elimination of discrimination informs our day to day business, we have put in place a number of processes and structures to manage and monitor our work and will continue to develop these over 2014/15 to ensure an ongoing strong focus on equality and diversity and enabling us to monitor progress and show improvement. These include:

As part of the Equality Framework for Local Government the peer assessors provided a number of recommendations for Tower Hamlets Council to focus on to improve their organisational approach to equality. These recommendations are actioned through our equality standards, measures and actions.

Standard	How is this delivered?
Undertake Equality Analysis (EA) to assess the impact of changes in policy, service design and strategy on people from different backgrounds	<p>Equality analyses are carried out on all significant changes to policy and services and on the development of new strategies. In 2012 we developed new guidance for staff carrying out Equality Analysis which is available on the Council intranet.</p> <p>In addition we have embedded consideration of equality impacts into our financial planning processes through which an equality analysis is carried out on each savings proposal put forward in the annual budget setting process.</p> <p>An equalities analysis of the Annual Residents' Survey is produced each year.</p> <p>During 2014/15 the council has undertaken a comprehensive Equality Analysis of the</p>

	budget for 2015/16. This has involved wide ranging consultation with residents and the development of Equality Analyses for all savings proposals that have an impact on staff, service users and the wider local community.
Ensure that all our team plans incorporate relevant diversity and equality objectives and targets.	This is included with the annual review of team plans and reported to the Council's Performance Review Group.
Ensure all new staff participate in the Council equality induction training sessions	This is co-ordinated by Organisational Development in Corporate Human Resources.
Ensure that our policies are compliant with equalities legislation.	Committee reports and budget proposals must include consideration of 'One Tower Hamlets' implications and an equality analysis as required. Guidance has been produced for officers to enable them to assess the impact of policy and service changes in terms of cohesion, equalities and community leadership. The CS&E team will undertake sample testing of EAs to improve quality and ensure they are fit for purpose.
Involve communities, staff and stakeholders in the design, review and scrutiny of our services and employment practices.	Three cross-cutting equality staff forums (covering Black and Minority Ethnic, Lesbian, Gay, Bisexual and Transgender and Disabled Staff) meet every quarter. We also have three self-organised Staff Forums: the Muslim Staff Forum and two Christian Prayer Groups. External community forums include the Interfaith Forum, Rainbow Hamlets and Local Voices (a forum for disabled residents). Partnership Forums include: the New Residents and Refugee Forum; the No Place for Hate Forum and; the Older People's Partnership Board. In 2013 we launched 'Local Voices', a new forum to bring disabled people together to have a say about the design and delivery of council services.

	<p>We will continue to monitor the representativeness of Community Champions and seek to ensure they reflect communities across the borough.</p>
<p>Benchmark our policies and practices against other public bodies.</p>	<p>We work with Local Government Association and other relevant cross-borough, regional and national groups to test our practice.</p> <p>We have demonstrated our commitment to learning from others by undertaking a peer assessment against the Equality Framework for Local Government</p> <p>Staff from the One Tower Hamlets Service contribute to national benchmarking groups including the Employers Forums on Age, Disability and Religion/Belief.</p>
<p>Seek external validation of our equality achievements</p>	<p>The Local Government Association's Equality Framework is the validation tool for assessing the ability of local authorities to deliver on the equalities agenda. We achieved excellent rating in January 2010 and were again assessed as excellent in 2014.</p> <p>Investors in People, the Fawcett Charter, the Stonewall Equality Index and the Employers' Forum on Disability Employers Standard are other recent examples of benchmarking schemes in which we have participated.</p>

<p>Increase the extent to which our workforce reflects the local community</p>	<p>This is a key Council policy aimed at delivering the corporate commitment to provide services which offer equal access to every person in the borough reflecting the diversity of the population which will be overwhelmingly staffed by local people whose profile reflects the community.</p> <p>Our recruitment procedures have been developed to ensure fairness and transparency and to remove unnecessary barriers which may reduce the opportunity for people from underrepresented groups to access jobs in the council.</p>
<p>Ensure that the promotion of equality and elimination of discrimination informs all procurement activities</p>	<p>All major procurement exercises are subject to the Tollgate process which ensures that in developing contract specifications we ensure that externally provided services are accessible to all groups and that performance targets are set to reduce existing gaps in outcomes between different groups.</p>
<p>Improve our understanding of the profile of people who use our services and their outcomes</p>	<p>Equality monitoring guidance has been produced and promoted to all council services to ensure that we have an accurate and up to date understanding of the groups which access our services and any differences in satisfaction rates or outcomes between different groups.</p> <p>We publish a summary of this equality monitoring information each year on the Council website.</p> <p>As recommended by the EFLG assessment we will seek to extend the availability of monitoring data, particularly for people with disabilities who are the victims of hate crime.</p>
<p>Provision of more support to Members to understand demographic data and 'what does this mean' for communities in relation to equality</p>	<p>We will provide a Members seminar on Ward profiles with a specific focus on equality</p> <p>Review and update the Borough Equality Assessment on an annual basis</p>

The structures and processes outlined above provide a strong foundation for the mainstreaming of equality across the organisation, but we know there is always room to improve and further strengthen our practice. Since 2010 we have used Equality Framework for Local Government (EFLG) as an improvement tool to increase our capacity to tackle inequality and discrimination.

8. Monitoring and reporting

To ensure that we are able to track performance against our equality objectives for 2014/15 we have identified a set of equality performance measures. These include existing performance measures that relate to equality (eg: child poverty rates) as well as outcome measures which will be disaggregated by specific equality strands where we would like to narrow the gap in terms of outcomes for specific groups. During 2014-15 we will be carrying out an equality monitoring improvement project to improve the quality of the data we collect on service user outcomes across all equality groups and this will strengthen the monitoring and target setting in 2015-16.

The list of measures to track performance is set out below along with the equality groups by which we will disaggregate these measures. These groups have been identified on the basis of evidence of differential outcomes between people from these groups:

Community Plan theme	Performance measure and targets 2014/15	Equality groups to monitor
	Strategic measure	
A Great Place to Live		
	Number of affordable homes built	n/a Number of homes built through Project 120
	The number of affordable social rented housing completions for family housing	n/a
A Prosperous Community		
	Achievement across the Early Years Foundation Stage	Disability, Ethnicity, Gender
	Achievement at Level 4 or above in both	Disability, Ethnicity, Gender

	English and Maths at Key Stage 2	
	Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	Disability, Ethnicity, Gender
	A Level Average Points Score per student in Tower Hamlets	Disability, Ethnicity, Gender
	Number of young people not in education, employment or training (NEET)	Disability, Ethnicity, Gender
	Employment rate (gap v London)	Disability, Ethnicity, Gender
	Child Poverty rate	n/a
A Safe and Cohesive Community		
	Personal robbery rate	Disability, Age, Ethnicity, Gender, Sexual Orientation
	Local concern about ASB and Crime	Disability, Age, Ethnicity, Gender, Sexual Orientation, Gender-Reassignment
	Satisfaction with the Police and Community Safety Partnership	Disability, Age, Ethnicity, Gender, Sexual Orientation, Gender-Reassignment
A Healthy Community		
	All age, all-cause mortality rate	Gender, Ethnicity
	Number of people who have stopped smoking	Gender, Ethnicity
	Proportion of children in reception who are obese	Disability, Ethnicity, Gender
	Under 18 conception rate	Ethnicity, Disability
	Proportion of social care clients and carers in receipt of Self Directed Support	Disability, Religion/Belief, Gender, Age
Percentage of ethnic minority background children adopted	Disability, Religion/Belief, Gender, Age	

One Tower Hamlets	Proportion of staff that are LP07 or above who are from an ethnic minority	Ethnicity
	Proportion of staff that are LP07 or above that are women	Gender
	Proportion of staff that are LP07 or above who have a disability	Disability

As part of our commitment to make information available to residents to enable them to hold the Council to account, we will be incorporating reporting on our equality objectives into the Mayor’s annual Aspirations, Achievements and Challenges report.

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Borough Equality Assessment summary: Priority areas of inequality to be addressed through strategic and business planning, 2014-15

Priority area	Age	Disability	Gender	Race	Religion/Belief	Sexual Orientation
A Prosperous Community: Employment	Reduce number of 16-24 year olds not in education, employment or training (Strategic Milestone)	Increase number of disabled people in employment (Strategic Plan: support more people with learning disabilities and mental health needs into employment)	Reduce worklessness among working age women (Strategic Plan: monitor and report the equalities profile of residents securing jobs to steer provision to targeted equality groups)	Reduce levels of unemployment and worklessness amongst Bangladeshi and Somali residents (Strategic Plan: monitor and report the equalities profile of residents securing jobs to steer provision to targeted equality groups)	Reduce rate of economic inactivity among Muslim Women (Strategic Plan: monitor and report the equalities profile of residents securing jobs to steer provision to targeted equality groups and Support ESOL)	Tackle homophobia in the workplace (Strategic Plan: establish an every voice matters strategy)
A Prosperous Community: Educational achievement			Improve under performance of boys relative to girls at GCSE (Strategic Plan: Identify the distribution of underperformance across the borough schools at all key stages, with particular focus on White UK pupils)	Narrow the achievement gaps between different ethnic groups and the national average (Strategic Plan: Identify the distribution of underperformance across the borough schools at all key stages, with particular focus on White UK pupils)		Tackle homophobia in schools

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Borough Equality Assessment summary: Priority areas of inequality to be addressed through strategic and business planning, 2014-15

Priority area	Age	Disability	Gender	Race	Religion/Belief	Sexual Orientation
A Great Place to Live: Housing and community safety	Support young people affected by changes to housing benefits for under 35 year olds (Strategic Plan: seek to mitigate homelessness and improve housing options)	Increase access to independent living opportunities for disabled people (Strategic Plan: implement the strategy on the development of new supported accommodation for people with mental health needs who need high end support in the borough)	Reduce violence against Women and Girls (Strategic Plan: deliver the violence against women and girls programme)	Address shortage of suitable social housing which has a disproportionate impact on BME families (Strategic Plan: increase the availability of affordable family sized housing)	Address shortage of suitable social housing which has a disproportionate effect on Muslim families (Strategic Plan: increase the availability of affordable family sized housing)	Improve same sex domestic violence services (Strategic Plan: deliver the violence against women and girls programme)
	Improve quality of housing suitable for older people (Strategic Plan: implement the strategy on the development of new supported accommodation for people with mental health needs who need high end support in the borough)	Improve supply of wheelchair accessible homes for disabled people on Housing Register (Strategic Plan: ensure sign up to P120 by all RP partners, developers and the GLA) Improve accessibility of transport network for disabled people	Support single parents affected by housing benefit cap (Strategic Plan: Drive the ongoing partnership wide programme around welfare reform)	Address high rates of rent arrears for Somali people (Strategic Plan: Drive the ongoing partnership wide programme around welfare reform)		Improve access to housing advice for young LGB people affected by changes to housing benefit eligibility for under 35s (Strategic Plan: Drive the ongoing partnership wide programme around welfare reform)

Borough Equality Assessment summary: Priority areas of inequality to be addressed through strategic and business planning, 2014-15

Priority area	Age	Disability	Gender	Race	Religion/Belief	Sexual Orientation
<p>One Tower Hamlets: Community cohesion</p>	Strengthen inter-generational cohesion	Give disabled people a voice in decision making (Strategic Plan: establish an every voice matters strategy)	Improve representation of women in public life	Increase the number of people of different backgrounds who feel that ethnic differences are respected (Strategic Measure: ARS survey – get along well together)	Increase the extent to which people of different faiths say they get on well together (Strategic Measure: ARS survey – get along well together)	Reduce homophobia and promote understanding and respect for LGB people (Strategic Measure: ARS survey – get along well together)
<p>A Healthy Community: Health</p>	Reduce childhood obesity (Strategic Measure & Strategic Plan: Support young people to live healthy lives)	Improve access to health services for people with learning disabilities (Strategic Plan: improve customer journey by embedding the principles of choice and control)	Improve life expectancy for men through effective health promotion services (Strategic Measure & Strategic Plan: use public health expertise... to reduce health inequalities for all sectors of the community AND Embed integrated governance arrangements to maximise health outcomes)	Promote healthy lifestyles in an effective way to BME communities (Strategic Plan: use public health expertise... to reduce health inequalities for all sectors of the community AND Embed integrated governance arrangements to maximise health outcomes Develop and implement a women and health employment programme focusing on the priority of	Effectively engage faith communities in health promotion	Improve access to primary care health services for LGB people

Priority area	Age	Disability	Gender	Race	Religion/Belief	Sexual Orientation
			<p>Improve healthy life expectancy age for women (Strategic Measure & Strategic Plan: use public health expertise... to reduce health inequalities for all sectors of the community AND Embed integrated governance arrangements to maximise health outcomes AND Develop and implement a women and health employment programme focusing on the priority of maternity and early years)</p>			
			<p>Improve mental health services for transgender people (Strategic Plan: implement the mental health strategy with emphasis on addressing mental health inequalities and establishing a life course approach to mental health)</p>	<p>Improve mental health outcomes for people from BME communities (Strategic Plan: implement the mental health strategy with emphasis on addressing mental health inequalities and establishing a life course approach to mental health)</p>		<p>Ensure mental health services are LGB friendly (Strategic Plan: implement the mental health strategy with emphasis on addressing mental health inequalities and establishing a life course approach to mental health)</p>



Equality Peer Challenge

The London Borough of Tower Hamlets

27th February 2014

Report

1. Background

This report is a summary of the findings of an equality peer challenge organised by the Local Government Association (LGA) and carried out by its trained peers. The report satisfies the requirements of the Equality Framework for Local Government (EFLG) for an external re-assessment at the 'excellent' level. The peer challenge is designed to validate a service's own self-assessment at this level by considering documentary evidence and carrying out a series of interviews and focus groups with employees, councillors and other stakeholders.

The basis for the peer challenge is a benchmark against five areas of performance. They are:

- Knowing your communities
- Leadership, partnership and organisational commitment
- Community engagement and satisfaction
- Responsive services and customer care
- A skilled and committed workforce

The peer challenge is not an inspection; rather it offers an external assessment of an organisation's own judgement of itself against the equality framework benchmark, by critical friends who have experience of delivering an equality agenda in their own organisation. The assessment is a reflection of the evidence presented to the peer team, through reading the documentary evidence submitted in advance, and the interviews and focus groups when on site.

The team was:

Lead peer: Patricia Oakley, London Fire Brigade
Member peer: Marie Pye, London Borough of Waltham Forest
Officer peer: Sharon Robinson, Hertfordshire County Council
Challenge manager: Deborah Carson, Local Government Association

The team appreciates the welcome and hospitality provided by the service and would like to thank everybody that they met during the process for their time and contributions.

2. Executive summary and recommendations

Following this equality peer challenge, we have reached the following conclusion:

Tower Hamlets council has completed a satisfactory re-assessment against the criteria for the 'excellent' level of the Equality Framework for Local Government.

The organisation was able to evidence how it has built on experience and expertise in tackling inequality since the previous assessment in 2010, and highlight how it has adapted methods and structures to address the new challenges that it faces. Despite experiencing ongoing financial pressure and a significant growth in the local population, the organisation continues to focus its resources on improving outcomes for its most vulnerable communities, with equality underpinning the council's work with partners and

stakeholders to contribute to improved outcomes for people living and working in the borough.

Strong political and managerial leadership on equalities permeates Tower Hamlets council. This appears to instil confidence across the organisation and staff have a clear understanding of equality, and how it can be used as a key driver for delivering improvements in the borough. There is evidence of nuanced and sophisticated partnership working, on areas such as hate crime and managing community tensions, which are clearly having a significant positive effect in the ability of the council to respond quickly to situations as they arise.

TH has good quality up to date information about the demographics of its local communities, and commissions research regularly both internally and from partners to supplement knowledge about changes to the makeup of the borough. The council uses its diverse workforce to enrich this data, enabling it to build up a sophisticated and up to date picture of the local area. There was good evidence of how the council uses data to understand trends, characteristics and challenges and targets resources accordingly. Information is shared consistently with partners and stakeholders, and ward profiles are used for local budget setting.

The council uses commissioning and procurement to significant effect as a means of delivering on local equality and economic objectives. In order to get better value for money, its procurement strategy links equalities into the organisation's corporate vision and objectives, and opportunities to obtain wider (community) benefits when procuring have been identified and pursued.

To help the service improve we have made a number of recommendations that the council may want to consider:

- Provision of more support to Members by supplementing the data from the ward profiles with intelligence on 'what does this mean' for communities in relation to equality.
- Continue to consider the needs of older established communities whilst embracing development opportunities that are contributing to the regeneration of the borough.
- Closely monitor how the generic policy officer role encourages a strong focus on equality and diversity, to ensure that as the work is embedded and becomes "business as usual" the council is still able to monitor progress and show improvement.
- Improve representation of disabled people in the Community Champions cohort, in order to make this group more representative.
- Ensure that they are able to gather Hate Crime statistics for disabled people in the borough.

3. Detailed findings

3.1 Knowing your communities

Strengths:

1. The council uses the Corporate Research Team to good effect; the unit is commissioned regularly by a variety of services from across the council to provide up to date information on the needs and profile of the local community. The unit sits alongside the strategy team and so is well placed to influence policy. They produce regular publications including a Quarterly Research Bulletin, labour market briefing, housing market fact sheet as well as individual fact sheets and briefings on topical issues. There was evidence of several recent publications that have focused on inequality including a poverty briefing, welfare reform briefing, economic immigration, employment and enterprise in TH and financial capability.
2. The organisation has a sophisticated understanding of the equality profile of the local area and how that translates to inequalities for different groups. The council uses a range of consultation mechanisms, and is pragmatic about working with partners to share information and uses this to target resources to where they will impact positively on vulnerable people and protected groups. For example educational outcomes and performance are regularly reviewed using a number of indicators. Pupil level achievement data profiles are produced for individual schools which enable the council to monitor differences in outcomes between groups of students and shape teaching and learning support to better meet diverse needs.
3. Using the characteristics identified by the Equality Act and PSED, the council uses a “cycle of action” to describe and reinforce how its work on tackling inequality, strengthening cohesion and building community leadership underpins the concept of One Tower Hamlets. The authority produces comprehensive borough equality assessments (replacing the previous six Equality Schemes), disaggregated by protected characteristics, that support work across the council to promote improvements in life chances for its residents.

Areas for consideration:

1. It was not clear how the Corporate Research Team interact with Members other than through the provision of Ward profiles, and no evidence that Elected Members commission studies from the Team or that the limited resource for programmed rather than commissioned investigations was influenced by Member concerns. TH may want to consider providing more support to Members by supplementing the data from the ward profiles with intelligence on ‘what does this mean’ for communities in relation to equality.
2. TH must continue to be mindful to the risk of alienating older established communities whilst embracing development opportunities that are contributing to the regeneration of the borough.

3.2. Leadership, partnership and organisational commitment

Strengths:

1. The council has moved to an Executive Mayoral model, which has strengthened the council's work on delivering One Tower Hamlets. The Mayor takes a strong leadership role on equality, and there is a clearly articulated vision about the council's vision for the borough and priorities. The Chair of the Equality Steering Group maintains a robust high level focus on communities experiencing inequality when making key decisions on, for example, regeneration or housing programmes. The Scrutiny process continues to be a key driver for a continued commitment to equality.
2. The council has carried out a restructure of the strategy, policy and performance functions across the council, with the aim of strengthening the promotion of equality across all three of these activities. The generic roles developed through this restructure are all responsible for providing equality related support and advice, and ensuring that the One Tower Hamlets objectives inform all key corporate strategies. The council uses its Single Equality Framework (SEF) to describe how work to promote equality is delivered and the priorities identified in the SEF are embedded in the council's Strategic Plan.
3. There is strong evidence of effective partnership working. For example the Community Cohesion Contingency Planning and Tension Monitoring Group, chaired by the Service Head for Strategy and Equality, has been developed to help the borough better understand the issues which can threaten community cohesion. The group meets regularly to share information and track issues of concern, and has established a Contingency Plan that provides guidance to council services and partners to support a fast and proportionate response to an incident that is likely to lead to a risk to community cohesion. The partnership is based very much on trust, and has strong commitment and leadership from the council. Since the last assessment the plan has been activated on six separate occasions. The group has been noted as an exemplary partnership and is currently supporting work on the Pan London Hate Crime Strategy.

Areas for consideration:

1. Whilst the council's new structure encourages a strong focus on equality and diversity, there is an on-going challenge around sustaining this focus. For example, incorporating equality objectives into the council's strategic plan demonstrates equality is embedded, but makes it difficult to evidence how progress is being tracked on tackling inequality. There is a danger that as the work becomes more "business as usual" the council becomes less able to monitor and evidence progress and demonstrate how equality initiatives and interventions are adding value. The new generic policy officer roles which have an equality function may rely on the enthusiasm of the individual which may be lost due to staff turnover.

3.3 Community engagement and satisfaction

Strengths:

1. The council has developed a strong programme of engagement around the effects of welfare reform. The “Prepare and Act Now” campaign has targeted support to residents highlighted as being at risk from changes to welfare benefits. In total over 700 residents have attended a series of events and received 1:1 advice. The council has worked closely with Tower Hamlets Homes (THH) to train practitioners, who are then able to engage residents and minimise or mitigate the negative impacts of the reforms.
2. The council is a pathfinder authority for the Neighbourhood Agreements programme and use these agreements to very positive effect across the borough. Between 2011 and 2013 TH has supported ten Neighbourhood Agreements across the borough, each with their own objectives. The approach has been established as an innovative and effective solution to long-standing problems at ward and estate level, where activity is informed by what residents know about their local area. The agreements are used to identify agreed priorities for a local area, assess how services and residents can work to address these priorities, and set out standards of service. There was good evidence of where local residents have been given greater autonomy to work together and with providers to identify local issues and design solutions to address these issues. For example, an initial pilot project on a single estate has resulted in a disused building being brought back into (community) use, which has provided a catalyst to the community to gain extra funding for further neighbourhood improvements.
3. The Children’s Social Care team undertake specific work targeted at Muslim and African families in order to improve outcomes for them. There was evidence of targeted support aimed at Muslim families over the past year, including the first Bangladeshi Carers Dad Programme, engaging and training facilitators from religious and community organisations in the delivery of the Positive Change Programme and the ‘Working with Bangladeshi Families’ training for Professionals. The Tower Hamlets African Family Service was a good example of direct engagement work with children and families in schools and service users in order to meet the specific needs of African families. What is exceptional about this service is that it is an integral part of the Council provision and provides assistance and advice to improve the way interventions with African families are managed and policies are developed. TH social workers receive training from the African Families Service and this training is also accessed by national and international agencies.
4. Since the previous assessment in 2010, engagement activities with the white working class community has improved. The council bases this around a well-considered understanding of the needs of this community. Following targeted community engagement activity, the council identified intergenerationality as a key cohesion challenge with this community, with many older residents suffering from social isolation and poor health outcomes as a result. On the basis of these findings, TH developed a series of very locally focused intergenerational activities and projects which appear to be having positive results. Impacts will need to be tracked carefully to benchmark progress.

Areas for consideration:

1. Whilst the development of Community Champions in the borough can be considered notable practice, only 9% of the current cohort has a disability. This compares with 22% in the borough overall. More work could be done to recruit disabled community champions, possibly through the Local Voices project.

3.4 Responsive services and customer care

Strengths:

1. The Local Voices project builds on previous consultation and engagement work, including the council's previous Disability Equality Schemes reviews. TH developed this project following the findings of the previous Peer Challenge, when the Peers highlighted richer engagement with disabled people as a key area for consideration. The council conducted detailed research with over 300 participants at workshops and other activities, and gathered nearly 1,000 pieces of information to help understand the issues and challenges for disabled people in the borough. Participants reflected the diversity of the borough, with people from a wide range of ethnicities, age groups and impairment types having their say. Participants co-developed an action plan, which has helped the council develop a new model for consultation with disabled people.
2. The council has one of the highest rates of reported domestic violence incidents in London, and recognising this as a key priority area, has developed the TH Violence against Women and Girls Plan. The plan consolidates all the activities undertaken by the council and partners to raise awareness, promote safeguarding processes and deliver support to victims. The plan looks at the issue through the lens of the PSED, and has a detailed action plan delivered through a sophisticated partnership approach, targeting and sharing resources, and carefully monitoring progress.
3. The council has a good corporate approach to procurement that includes a visible commitment to equalities, closely aligned to its corporate vision and objectives. There was evidence that TH has identified opportunities to obtain wider community benefits, for example through using community benefit clauses to support more permanent employment opportunities for the long term unemployed, as well as providing training and work placements for young people. There was evidence of procurement and service managers working together effectively across a range of commissioning activities. Overall, the council appears to effectively use commissioning and procurement as a means of delivering on local equality and economic objectives. For example, the Tower Hamlets Local Plan is considered to be a national example of best practice across both public and private sector planners. Significant contracts have been procured through the Decent Homes programme with THH and equality objectives have been key to this. The Council's commitment to maintain open spaces, support street markets and encourage small businesses demonstrates an understanding of the practical requirements of local people and acknowledgement of what is required to sustain communities.
4. As a result of equalities assessment the council has increased provision and engagement of fathers and male carers, which has resulted in an increased number and diversity of parent/ carer volunteers trained and recruited from marginalised,

vulnerable groups. The Dads Network has been established and a number of events organised to increase involvement in children's learning and development, including school based courses and workshops for fathers and male carers.

5. Tower Hamlets identified that between 2009/10 and 2010/11 experiences for people with dementia and their carers in the borough was particularly poor. At the same time, the London Dementia Health Care Needs Assessment suggested a 31.6% increase in people with dementia in Tower Hamlets by 2021 with growth in the older Bengali population who, as a consequence of higher cardiovascular risk, also have a higher risk of vascular dementia. To address this, the council has developed an entirely new care pathway for people with dementia, including a Community Dementia Team and Dementia Adviser Service, Diagnostic Memory Clinic and Dementia cafés in Sylheti and English. This has resulted in evidence of demonstrable and rapid improvement in outcomes for people with dementia.

Areas for consideration:

1. The team were not able to evidence hate crime statistics in relation to disabled people.
2. Whilst it is acknowledged by the team that the council is in the relatively early stages of embedding a new approach to Equality Impact Assessments/ Equality analysis, there was evidence of some inconsistencies in the quality of these assessments. It may be that giving a stronger role for the equality steering group to peer review/challenge would support more consistent analysis.

3.5 A skilled and committed workforce

Strengths:

1. Target setting has been a key driver for success in TH. Despite an overall reduction in staff numbers, the council has recruited in a number of areas, and has used a very successful apprenticeship programme in a number of vocational areas including Planning and Building Control and Youth Services. 53 apprenticeships were started between 2011 and 2013, with the equality profile of the apprentices reflecting the diversity of the borough (half being women, and 70% from BME backgrounds). The council has worked with its providers so that a number of apprentices work a proportion of their time within TH and a proportion within other partner organisations/ providers. This offers a richness of learning and development, and of the 2011-2013 cohort, all have remained with the council after concluding their apprenticeships.
2. The Navigate programme supports the wider aims of the Workforce to Reflect the Community strategy, by encouraging the progression of staff at all levels of the organisation. The programme uses a series of targeted learning and development interventions with the aim of increasing the representation of women, BME and disabled staff in LP07 posts and above, across the council. (note that LPO7 more or less equivalent to top 5% of earners – the council having changed the measure to make it less subject to fluctuation and easier for staff and members to understand and track and report on). There was evidence that the use of tailored personal development plans is making a real difference in enhancing experience in staff

involved in the programme, which appears to be providing a richer pool of talent further up the organisation. Staff spoke very positively about the support that they receive from managers and the constructive impact it has had on them both personally and professionally.

3. Recognising a challenge highlighted in the 2010 report around the need to achieve higher response rates from LGB, BME and disabled staff, the council can show a gradual improvement over the last five years. For example, some targeted work to improve the monitoring of sexual orientation of service users in certain services where declaration levels are low has been used as a driver to encourage staff to declare their sexual orientation. HR ran a campaign (including individual letters/emails to all members of staff) aimed at increasing personal declarations of sexuality and disability by staff. Its effectiveness has been reviewed and a new, amended exercise will be undertaken this year.

Areas for consideration:

1. Although the council has focused on rationalising senior management and creating a flatter, more generic operational structure, there is still a lack of diversity in the top 5% of earners, with a lack of progression still evidenced at grade PO7 and above.
2. There is a need to increase levels of declaration of disability within the council in order to enable directorates to set local targets to increase representation. One way of achieving this, as set out in the council's action plan, is to recruit through the Navigate initiative and set targets for under-represented groups.

4. Examples of innovative projects and initiatives

6.1 The Local Voices project

This project was started in 2012 to establish the issues and concerns of local disabled people. Local disabled people were able to participate in the project through workshops, discussions groups, community activities, events, surveys and social media activity. The project was supervised by a steering group of eight local disabled people with a mixture of impairments, ages, ethnicities and genders. A scoring system was developed based on the proportion, volume and impact of information that was brought up. Local Voices and the council then created an action plan based on the information, which is currently being implemented. Participants in the project are also helping the council involve more disabled people in decision making and designing services.

6.2 Community Cohesion Contingency Planning and Tension Monitoring Group (CCCPTMG)

The CCCPTMG was formed to help the council better understand the issues and pressures which threaten community relations in the borough and to enable TH to work closely with community and statutory partners to prevent damage to relations between people in the borough. Membership of the group has developed over time but currently includes representatives from the Council's Youth Service, Community Safety Team, Emergency Planning Unit and Communications Team as well as senior Police officers and community representatives from faith communities, the LGBT community forum, registered social landlords, youth organisations and Tower Hamlets College. It is chaired by the

Service Head, Corporate Strategy and Equality. The Group meets every six weeks to share information and track issues of concern, putting in place actions and interventions to address these issues. In addition to this on-going work, TH worked with the Group to develop the Tower Hamlets Community Cohesion Contingency Plan which sets out the mechanisms for responding to cohesion related incidents and supports the Council's emergency planning procedures.

6.3 Improving pathways for people with dementia

Having launched in November 2011, the council's new dementia pathway has received substantial acclaim. The CEO of the Alzheimer's Society described Tower Hamlets' dementia pathway as one of the most impressive he had seen whilst the NHS Tower Hamlets Clinical Commissioning Group (CCG) chose the partnership work around dementia as one of its three case studies for authorisation. In March 2013, Tower Hamlets Council, the East London Foundation Trust, the Alzheimer's Society and the Tower Hamlets Clinical Commissioning Group received a Local Government Chronicle Award for this work.

6.4 Secondary School Consultation Fun Day

As part of its work on embedding the Every Disabled Child Matters Charter in practice, Tower Hamlets organised and delivered a consultation event for young people with learning difficulties and disabilities. Developed using a working group with representatives from a range of stakeholders, the aim of the event was to find out what matters to young people in the borough, and establish how best to help families access services, as well as to inform the commissioning of particular services such as short breaks. Despite very bad weather on the day, approximately sixty young people from 8 mainstream secondary schools, aged between 11 and 18, attended. The young people involved had a wide range of conditions and difficulties, such as Developmental and Learning Disabilities, Cerebral Palsy, Downs Syndrome, Autism, Short stature, and Epilepsy.

6.5 No Place for Hate campaign

Tower Hamlets works closely in partnership with the Police and other agencies to prevent all forms of hate crime, and takes action against perpetrators and supports and protects victims. The vision for this work on tackling hate crime is articulated through the 'No Place for Hate' campaign which centres around two pledges – one personal and the other organisational – in which people commit to actively challenging hate and promote positive engagement between people living and working in the borough. To date 1423 individuals and organisations have signed up to the Pledge. The pledge campaign and work to promote awareness, encourage reporting and build community cohesion across all communities through outreach activities is overseen by the No Place for Hate Board – an independent body of community and statutory organisations and groups. Since the campaign started a number of activities and programmes have been run under the No Place for Hate banner, including training of No Place for Hate champions, the development of a young people's pledge and marketing campaigns.

6. Signposting to areas of good practice

Bristol City Council

Programme of projects to increase the workforce diversity with regards to people from a BAME background

Following research the council developed a programme of 25 projects to address the issue. Innovative projects include opportunities for reverse mentoring: white managers to

be mentored by BAME staff; involvement of trained BAME staff on selection panels; community representatives on selection panels; a BME Leadership Programme; targeted apprenticeship and internship schemes.

LB Hackney

Councillor led ward forums are really effective vehicles for engagement. The Council is evaluating the success of the forums and has started to encourage the involvement of young people.

Representativeness of the Workforce - The Chief Executive was very clear that the Council's workforce needs to be representative of the community and his leadership is key to the progress made on this issue. The workforce is representative at all levels and this is regularly monitored. The Council is in the top quartile for BME staff in the top 5% of the workforce compared to other London Boroughs. Since 2011 the number of BMEs in the top 5% has increased by 7% to 28%. One in three frontline managers is black and 30% of middle managers are from a BME background.


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Agenda Item 10.2

Cabinet 3rd December 2014	 TOWER HAMLETS
Report of: Chris Holme, Interim Corporate Director of Resources	Classification: Unrestricted
Medium Term Financial Plan Update 2015-18	

Lead Member	Cllr Alibor Choudhury (Cabinet Member for Resources)
Wards affected	All
Community Plan Theme	One Tower Hamlets
Key Decision?	Yes

1 SUMMARY

- 1.1 On the 23rd of July 2014 Cabinet received an update on the budget position for 2014/15 and the outlook for 2015/16 and 2016/17. Subsequently, there has been detailed review of the underlying assumptions in order to inform the budget setting process. This review has also examined the risk and opportunities relating to extending the current MTFP forecasts to 2018/19.
- 1.2 This report details the key assumptions that underpin the 2015/16 position and highlights the main changes. It also details progress to date in developing savings options to meet the budget gap of £28.4m. Further changes could arise from the Chancellors Autumn Statement, and the Local Government Finance Settlement, due in December 2014. Any issues arising from these announcements will be incorporated into the budget report in January 2015.
- 1.3 Assumptions regarding resources for 2016/17 onwards have also been revised, although at a very high level given that there will be a new parliament and spending review in 2015. The report details the key assumptions around:
 - The likely financial resources that could be available to the Council
 - The likely cost of providing existing services assuming agreed savings are delivered
 - Any emerging growth pressures
 - Estimated savings that would be needed to deliver a balanced and sustainable budget
- 1.4 These assumptions may change over time as a result of government policies, economic factors or local decisions and thus will need to be closely monitored through existing financial and performance monitoring

processes.

2 RECOMMENDATIONS

The Mayor in Cabinet is recommended to:

- 2.1 Note the changes to the draft budget position for 2015/16;
- 2.2 Agree the package of savings proposals for 2015/16 detailed in Appendix 1, taking into account the equality analyses set out in Appendix 2;
- 2.3 Agree that further business case refinement and consultation can be carried out on the proposals where necessary;
- 2.4 Consider the responses to consultation on savings proposals set out in Section 10 and included, as appropriate, in equality analyses;
- 2.5 Note the early indications of the financial position 2016/17 onwards, subject to the Autumn Statement and Local Government Finance Settlement;
- 2.6 Note that the financial position is subject to volatility and that developments in Government policy and their implications on MTFP planning assumptions will be monitored closely and reported back at regular intervals;

3 REASONS FOR THE DECISIONS

- 3.1 The authority is under a duty to set a balanced and sustainable budget and needs to plan the use of resources in such a way that it can deliver its statutory responsibilities and priorities as well as meeting local people's aspirations.
- 3.2 A Medium Term Financial Plan is required to enable financial pressures and risks to be modelled, allowing resourcing decisions to be made in a planned and structured manner. This is especially pertinent when overall resources are reducing, and unaffordable spending commitments need to be avoided.

4 ALTERNATIVE OPTIONS

- 4.1 The authority has a duty under best value to deliver services within available resources, while ensuring value for money in the use of these resources and managing risks through effective financial planning.
- 4.2 The authority could choose to examine options at a later date, with more certainty over the exact level of government funding. This would inevitably lead to delays in implementation and delivery, increasing savings targets for future years.

5 BACKGROUND

- 5.1 The medium term financial planning process is an essential part of the authority's resource allocation and strategic service planning framework. The MTFP integrates strategic and financial planning, and translates the Strategic Plan priorities into a financial framework that enables policy initiatives to be delivered within available resources, and ensures that those resources are aligned to priority outcomes.
- 5.2 The Mayor has set the following principles for the Medium Term Financial Plan, building on the priorities set in previous budgets:
 - Protecting the vulnerable and the services residents rely on
 - Reducing the cost of living for residents

- Creating growth and regeneration
 - Being a lean, flexible and citizen centred Council
- 5.1 The Council agreed a balanced budget for 2014/15 and a Medium Term Financial Plan (MTFP) that showed a budget gap of £28.4m in 2015/16 and a further £39.0m in 2016/17, after use of £24.3m and £14.1m from general reserves in these respective years.
 - 5.2 On the 23rd July 2014, cabinet were informed that the latest position on 2014/15 indicated that the authority was potentially on target to achieve a balanced budget with some risks identified in ESCW that were being mitigated.
 - 5.3 In addition, it was reported that there were no significant changes to the 2015/16 budget position agreed by Full Council back in March 2014 and that further work was being undertaken to confirm our assumptions for 2015/16. This report provides a further update on the assumptions for 2015/16 and the progress to date in developing savings proposals required to meet the £28.4m savings gap.
 - 5.4 The report also begins to look ahead into future years and presents a draft MTFP that has been extending to 2018/19.

6 NATIONAL CONTEXT

- 6.1 The national economic outlook has a major impact on the Council's MTFP. It will guide the level of government funding available, and will determine the potential for maximising the proceeds of economic growth (Council Tax, New Homes Bonus and NNDR).
- 6.2 The Chancellor's Autumn Statement and budget are accompanied by analysis from the Office of Budget Responsibility (OBR). It is fair to say that the macro economic targets contained in previous analysis have been subject to revision, as complete deficit reduction was initially targeted for 2015.
- 6.3 The following economic forecasts were assumed by the OBR in the 2013 Autumn Statement:
 - GDP growth up from 0.6% to 1.4% in 2013 and from 1.8% to 2.4% in 2014. The OBR has forecast GDP growth of 2.2% in 2015, 2.6% in 2016 and 2.7% in 2017 and 2018. From 2012 to 2018, the OBR has revised up cumulative real GDP growth by 1.4 percentage points.
 - The OBR has revised up its forecast for employment across the forecast period and expects employment to reach 31.2 million by 2018.
 - The OBR expects the rate of inflation to slow between 2013 and 2016, returning to the 2.0% target in the second half of 2016.
- 6.4 Updated estimates from the OBR as part of the March 2014 Budget revised growth projections upward to 2.7% in the current year, but concerns were also raised around low wages (less tax receipts) and reduced productivity. Inflation has fallen faster than expected, and there are fears that the Eurozone could fall into a deflationary cycle, which could adversely affect UK growth.

- 6.5 In the three months to September 2014, the UK economy grew by 0.7%, and it has now exceeded 2008 levels for the first time since the economic crisis began. However, real wages have remained stagnant, meaning that the majority of the population has still not felt the effect of growth.
- 6.6 Research from the Resolution Foundation has revealed that a record number of five million people are now in low paid jobs, defined as earning less than two thirds of median hourly pay - equivalent to £7.69 an hour. This is keeping tax revenues low as personal allowances are increasing at the same time, and the OBR has provided the following analysis on the most recent public finance data:
- “Public sector net borrowing is up £5.4 billion year-on-year in the first half of 2014-15. While income tax receipts are expected to be end-loaded this year due to income shifting around last year’s cut in the additional rate of income tax, genuine weaknesses mean it is looking likely that our full year receipts growth forecast will not be met.”*
- 6.7 The economic data is a mixed bag – the economy is definitely growing, but individual prosperity is not increasing as wages are being maintained at a low level. Lower than expected tax yields will extend the deficit, and deficit reduction, now targeted to end in 2018/19, may well be extended again after the general election. Inflation has fallen faster than expected, and as a result, interest rate increases will be delayed. There is a danger that the economic slowdown in Europe, the UK’s major trading partner, could have adverse effects on the UK economy.

7 UPDATED BUDGET POSITION 2015/16

- 7.1 The MTFP agreed by full Council in March 2014 included a net estimated general fund requirement of £311.545m for 2015/16 with a total funding envelope of £258.859m available through RSG, Council Tax and Business Rates leaving a gap of £52.685m to be met from the use of general reserves (£24.310m) and savings (£28.376m).
- 7.2 The 2014/15 budget reporting cycle included reference to work set up to examine options for delivering budget reductions within a strategic framework. One of the areas of opportunity examined was the potential for maximising the benefits of economic growth.
- 7.3 The Council’s Strategic Plan and action plan, approved by Cabinet in July, contained the following:
- Review economic growth opportunities and their implication for the Council's medium term financial strategy to 2018***
- 7.4 The above analysis of the national economy demonstrates that macro-economic risks still remain, but economic growth is undoubtedly occurring, and the Council is well placed to take advantage of the opportunities it offers. Officers have reviewed the assumptions behind the Council’s resource base over the last few months. This includes working groups set up to analyse previous trends, and the likely impact of Housing and Regeneration projects. Revised figures have been calculated for the major resource blocks:
- Business Rates

- Council Tax
- New Homes Bonus
- Reserves

Business Rates

- 7.5 The Council has a relatively high business rates base, and, in addition, receives a government top-up. This means that of the 30% growth retained by the Council, there is no upper limit – whereas tariff authorities are restrained by a government levy that limits growth,
- 7.6 Longitudinal analysis has shown that gross business rates have increased over the last 5 years. Significant growth is also starting to materialise as the national economy picks up, and growth in London is higher than the national average.
- 7.7 Re-examining the growth in rateable value, and allowing for a moderate growth trajectory based on past experience, the figures have been revised as follows:

Year	Original £000	Revised £000	Increase £000
2014/15	102,816	110,071	7,255
2015/16	104,872	113,637	8,765

Council Tax

- 7.8 Regression analysis was also carried out on housing growth in the Borough. As well as significant private sector housing development, the Council is planning to increase the affordable and social housing stock.
- 7.9 Overlaying existing increases in housing numbers, and allowing for moderate growth, the revised Council Tax projections for the Council are as follows:

Year	Original £000	Revised £000	Increase £000
2014/15	66,396	66,396	0
2015/16	67,392	68,744	1,352

New Homes Bonus

- 7.10 New Homes Bonus should broadly follow the same trajectory as Council Tax, as it is based on increases in the number of occupied properties in the Borough.
- 7.11 Applying the levels of growth to New Homes Bonus, the revised projections are as follows:

Year	Original £000	Revised £000	Increase £000
2014/15	19,478	19,478	0
2015/16	15,478	17,478	2,000

Reserves

- 7.12 The above analysis shows that some of the revised revenue assumptions have impacted 2014/15, in particular business rates. Additionally,

underspends in 2013/14 has also increased the level of reserves over the amount envisaged when the MTFP was approved in March 2014. The revised balances are as follows:

Year	Original £000	Revised £000	Increase £000
2014/15	58,445	71,137	12,692
2015/16	34,135	58,042	23,907

7.13 Following a review of the key assumptions that underpin the 2015/16 budget, a revised position is summarised in the table below:

Table 1 Latest Budget position 2015-16

Summary Draft Budget 2015-16	2015-16 Original £'000	2015-16 Revised £'000	2015-16 Change £'000
Net Service Costs	293,933	293,933	0
Growth	4,271	7,139	2,868
Inflation	5,500	5,500	0
Other Adjustments	7,841	4,655	(3,186)
Total Funding Requirement	311,545	311,227	(318)
Government Funding	(86,595)	(86,575)	20
Retained Business Rates	(104,873)	(113,637)	(8,765)
Council Tax	(67,392)	(68,744)	(1,352)
Collection fund surplus C/T	0	(800)	(800)
Total Funding	(258,860)	(269,756)	(10,898)
Budget Gap (excluding use of Reserves)	52,685	41,471	(11,216)
Use of General Fund Reserves	(24,310)	(13,095)	11,216
Savings Required	28,376	28,376	0
	31/03/2016	31/03/2016	31/03/2016
Balance on General Fund Reserves	34,135	58,042	23,907

7.14 A general allowance has been estimated for unavoidable growth and assumptions about core grants. All of these items will be further analysed and validated after the Autumn Statement is announced, and will be reported at January Cabinet along with fully costed growth proposals.

7.15 Assumptions about the level of funding available has also been reviewed and revised in line with above paragraphs. These additional resources have revised the budget gap for 2015/16 from £52.685m to £41.471m.

7.16 The net savings target for 2015/16 has been maintained at £28.376m; the need to make savings has not been eliminated, and reserves are still being used to fill the gap. Additionally, any reduction in the savings target for 2015/16 would increase the already challenging targets for future years.

7.17 There is a possibility that these figures could change as a result of the Autumn statement in December 2014. The impact of these changes will be incorporated into the January 2015 Cabinet report.

8 2015/16 Savings

8.1 During the year, Directorates have developed savings proposals, utilising principles adopted in previous year's budgets:

- **A leaner workforce:** with a particular focus on rationalising senior management; stripping out duplication and bureaucracy; and creating a flatter, more generic operational structure designed both to enable the progression of talented employees and to be more acutely focused on serving the needs of our residents.
- **Smarter Working:** more localised patterns of working; better use of new technology to enable council officers to do their jobs more effectively and at less cost and; opening up opportunities for residents to access our services in ways that reflect the realities of their lives be that in their homes, on-line, over the phone or in our offices and one stop shops.
- **Better utilisation of assets:** with a particular focus on underutilised buildings being put to better use and, where not possible, disposed of to support the council's capital programme and a root and branch review of our treasury management and capital planning arrangements.
- **Income Optimisation:** with a particular focus on ensuring that charges are set fairly and in a manner that protects our most vulnerable residents; ensuring money owed to us is collected in a timely and efficient manner; and on a review of our commercial charges.
- **Better Buying:** with particular focus on supporting local businesses to access the council's supply chain, ensuring a continuing role for the third sector in the delivery of services and ensuring that private sector contractors give value for money and deliver efficiency savings where appropriate, whilst working within the values and ethos of the council.

8.2 Given the scale of the financial challenge facing the Council in the coming years, savings plans have also considered a strategic perspective under the themes of:

- Understanding and projecting the local population
- Harnessing economic growth
- Prevention and meeting needs
- Resident-centred Service Re-design
- New Delivery Models
- Asset Management
- Workforce efficiency

8.3 The proposed savings developed on these principles ~~totalling~~ totaling £26.9m are included in Appendix 1. The proposals have been the subject of appropriate analysis and consultation and are in a position to be implemented. The proposals which involve staffing restructures will require further consultation and further business case refinement in accordance with the Council's procedures.

Options for further savings proposals totalling £1.5m will be reported to Cabinet in January as a result of the consultation feedback set out in paragraph 10.4.

- 8.4 Cabinet is therefore being asked to agree the package in Appendix 1 as the proposed method of delivering the necessary savings, whilst also agreeing that further work and any necessary consultation can be carried out. The January Cabinet report will provide an updated position on deliverability and any further feedback.

9 MTFP 2016/17 to 2017/18

- 9.1 Table 2 sets out the approved medium term financial plan to the end of 2016/17

Table 2: Original MTFP agreed in March 2014

	2014-15 £'000	2015-16 £'000	2016-17 £'000
Total Funding Requirement	293,933	311,545	326,204
Total Funding	(291,792)	(258,859)	(244,643)
Budget Gap (excl use of Reserves)	2,141	52,686	81,560
Use of General Fund Reserves	(2,141)	(24,310)	(14,135)
Unfunded Gap	0	28,376	67,425

- 9.2 For the purposes of future forecasting, the Council has only received indicative funding allocations for 2015/16. The funding arrangements past 2015/16 have been extrapolated from the Autumn Statement, Budget Statements and analysis by the OBR.
- 9.3 For 2016/17 and beyond, the funding envelope for local government will only be known after the May 2015 General election. Therefore it is right for the Council to focus on detailed savings plans for 2015/16, while at the same time accepting that planning for future years will contain a level of risk and uncertainty.
- 9.4 It is clear that the changes to the resource base set out above will also have a positive impact in future years. However, a number of factors need to be analysed before revised savings projections to 2017/18 can be presented to January 2015 Cabinet:
- **Growth and inflation** – there are known unavoidable pressures that can be reasonably estimated:
 - £3m per annum starting 2016/17 due increased national insurance contributions caused by the introduction of the flat rate pension scheme
 - Inflation at 1% on Salaries from 2016/17 onwards and 2.5% on other prices from the current financial year onwards.

Other areas need further analysis and details may not be forthcoming until the Autumn Statement and Local Government Finance Settlement; for example Better Care Fund, Care Act, crisis support funding etc. Costed growth schedules, including Mayoral priorities, will be presented for

approval in January.

- **Reserves** – the level of reserves was analysed in the section on resource base revisions, however Business Rates introduces an added complexity that will not be resolved until January. The Autumn Statement in 2013 introduced new discounts on Business Rates. In order that no Council would be worse off as a result, the discounts are paid for via section 31 grant. However, the discounts were estimated, and it is very likely that the actual mix of rates and section 31 grant will be very different at the end of the year. This is a key distinction – the Council will be no better or worse off over the 2 years of 14/15 and 15/16, but if the surplus is in the collection fund rather than the general fund, it will not be accounted for until 15/16. The exact position should be known when the NNDR1 form is completed in January. Further work also needs to be done on the exact phasing of reserves down to £20m, as austerity in its current form is likely to exist until 2018/19. Modelling will be developed for the January Cabinet report after the Autumn statement and Local Government Finance Settlement implications have been analysed.
 - **Council Tax** - The MTFP does not assume any increase in Band D rate council tax of £885.52. The increase in Council tax income over the period is due to anticipated increase in the number of chargeable properties. However, the final tax base report, to be revised for historical collection rates, discount reviews and further refinement of property numbers, will not be reported until January Cabinet.
- 9.5 Taking all of this into account, it is currently estimated that the budget gap excluding use of reserves for 2016/17 could be £73m, in comparison to the figure of £82m in paragraph 9.1. This would mean a savings target of approximately £30m, subject to the potential changes set out above.
- 9.6 Although the financial position has improved slightly due to economic growth in particular, the need to make substantial savings still exists – only the quantum and the profile will have altered in future years. Additionally, there are a number of risks that need to be constantly reviewed:
- Further economic volatility – UK growth is relatively strong at the moment, but there is a danger that economic factors affecting the euro zone translate into economic problems for the UK.
 - General election – a new government could choose to cut even further and after early in the new parliament.
 - System of finance – a new government could choose to alter the existing system of retained business rates, rest the system, or abandon it and replace it with another system.
- 9.7 In the medium term, opportunities may also exist if current thinking on further devolution of powers translates into a government policy agenda.
- 9.8 Adequate levels of reserves provide cover for the additional risks inherent in a time of reducing resources. The authority is in a strong position to face this situation providing key decisions are taken at the appropriate time.
- 9.9 General fund reserves stand at £71.1m as at the 31st March 2014, and the MTFP assumes that this will reduce to £20.0m. The level of reserves will

need to remain under review throughout this period of uncertainty, not at least the risks transferring from central to local government, and tight control of spending will be required to ensure spending remains within budget thus avoiding unforeseen calls on reserves.

10 CONSULTATION

10.1 Over a six week period from 10th September the Council sought local residents' views on specific savings proposals which identified a particular impact on service delivery or users. As part of the Your Borough Your Voice engagement campaign, seeking feedback from residents about local priorities and budget decisions, we sought views on 25 specific proposals.

10.2 The consultation was carried out using a wide range of methods to ensure as many opportunities as possible for people to take part. These included a web-based survey publicised online, in East End Life and at local events and stalls. In addition, there were also a range of awareness raising events in the community, face to face discussions with specific service user groups and consultation with groups with specific needs. Consultation activity included:

- Publication of each of the 25 proposals on a dedicated web page. This was advertised on the Council's website, through weekly updates in East End Life and through leaflets and materials distributed at the events below. If people had difficulty accessing these online, help was offered to support them to respond;
- Raising awareness of the consultation through local events and stalls at market locations throughout the Borough;
- Discussion with Local Ward Forums and Community Champion Coordinators: and
- Consultation meetings with service user groups and representative forums, as well as with voluntary and community sector organisations. These included, for example, the Local Voices steering group of disabled residents, the Learning Disabilities Partnership Board and the Carers Forum.

10.3 451 surveys were completed as part of the consultation by 166 individual respondents. In addition around 800 more people attended local groups and service user events. Many proposals received both positive comments as well as identifying concerns about particular impacts. The feedback provided has been used to assist in understanding and responding to the impact of the proposals and is reflected in the equality analyses presented in Appendix 2 to ensure that Cabinet is able to give due regard to the possible impact on groups with protected characteristics in taking final decisions.

10.4 The consultation process has been rigorous, and as a result Cabinet agreed in October to extend the deadline by two weeks. At November Cabinet, the Mayor announced a number of changes to proposals made in response to feedback, and to protect particular groups. Other proposals have also been subject to review. The changes include:

- The proposal to mainstream social work support for the Children and

Adolescent Mental Health Service has been withdrawn;

- The proposal to close 4 local authority nurseries has been reviewed and new proposals will be subject to further consultation;
- The proposal to extend controlled parking zone has been withdrawn to enable further consultation;
- Proposals regarding the Muslim and African Families service have been reviewed and amended;
- Proposals for the reconfiguration of Children's centres have been amended;
- The proposal to review day services for older people has been deferred; and
- The proposal relating to Public Health Drug Service Commissioning has been reviewed and will be subject to further impact analysis.

10.5 In addition, where feedback indicated that there would be an adverse impact on any particular equality group as a result of the proposal, the accompanying Equality Analysis indicates the mitigating action which is proposed to address this.

10.6 A full response to all consultation issues raised will be published on the Council's website.

10.7 The consultation on budget and savings proposals will continue to engage local people as the 2015/16 budget is finalized at a time when difficult choices need to be made. Further resident engagement is already underway including an independent face to face survey, which is also available online, and a series of more in depth workshops with sample groups of residents. Further opportunities for residents to feed back on all aspects of the budget proposals and equality analyses set out in this report are planned before the budget is presented to Full Council in February. There will also be the opportunity to explore and feed back on budget priorities more generally through an online budget simulator.

11 EQUALITIES

11.1 Equality impact assessments on budget proposals are included in Appendix 2. These incorporate responses to issues raised through consultation and demonstrate mitigating action which will be taken to address the impact on particular equality groups. As the budget process develops and any further plans are presented to Cabinet for approval, appropriate equality impact assessment will be carried out and the results reported.

12 COMMENTS OF THE CHIEF FINANCIAL OFFICER

12.1 The comments of the Chief Financial Officer have been incorporated into this report.

13 LEGAL COMMENTS

13.1 The Council is obliged by section 151 of the Local Government Act 1972 to make proper arrangements for the management of its financial affairs. It is consistent with sound financial management and the Council's obligation

under section 151 of the Local Government Act 1972 for the Council to adopt and monitor a medium term financial plan. The medium term financial plan informs the budget process and may be viewed as a related function. The savings proposed for 2015/2016 form part of the medium term financial plan and will help determine the budget requirement.

- 13.2 The report provides information about risks associated with the medium term financial plan and the budget. This is consistent with the Council's obligation to make proper arrangements for the management of its financial affairs. It is also consistent with the Council's obligation under the Accounts and Audit (England) Regulations 2011 to have a sound system of internal control which facilitates the effective exercise of the Council's functions and which includes arrangements for the management of risk. The maintenance and consideration of information about risk, such as is provided in the report, is part of the way in which the Council fulfils this duty.
- 13.3 The Council has a duty as a best value authority under section 3 of the Local Government Act 1999 to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". The Council is required to consult for the purposes of deciding how to fulfil its duty. There has been extensive consultation on selected savings proposals as outlined in the report.
- 13.4 When considering the medium term financial plan and any savings proposals, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector equality duty). The savings proposals presented in the report have been the subject of equality analysis and, where considered appropriate, consultation.

14 ONE TOWER HAMLETS CONSIDERATIONS

- 14.1 The Mayor's priorities to support vulnerable people; delayer management; develop a workforce that more closely reflects our community and; tackle the issues which drive inequality in the Borough, including poor housing,

15 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 15.1 The sustainable action for a greener environment implications of individual proposals in the budget are set out in the papers relating to those proposals.

16 RISK MANAGEMENT IMPLICATIONS

- 16.1 Managing financial risk is of critical importance to the Council and maintaining financial health is essential for sustaining and improving service performance. Setting a balanced and realistic budget is a key element in this process. Specific budget risks will be reported to Cabinet as the budget process develops.

17 CRIME AND DISORDER REDUCTION IMPLICATIONS

- 17.1 The crime and disorder implications of individual proposals in the budget

are set out in the papers relating to those proposals.

18 EFFICIENCY STATEMENT

18.1 The Council is required to consider the value for money implications of its decisions and to secure best value in the provision of all its services. It is important that, in considering the budget, Members satisfy themselves that resources are allocated in accordance with priorities and that full value is achieved. The information provided by officers on committed growth and budget options assists Members in these judgments.

19 APPENDICES

Appendix 1 – 2015/16 savings proposals summary

Appendix 2 – one page summaries of savings proposals with equality impact assessments

Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

LIST OF “BACKGROUND PAPERS” USED IN THE PREPARATION OF THIS REPORT

Brief description of “Background Paper”

None

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Appendix 1 – 2015/16 Savings Proposals Summary

Ref.	Dir.	Description of Opportunity	2015/16 £'000	Public Consultation
D&R002/15-16	Development and Renewal	Optimising external funding	150	
D&R003/15-16	Development and Renewal	Lettings restructure	134	
D&R010/15-16	Development and Renewal	European social fund match funding payments	109	YES
D&R011/14-15	Development and Renewal	Barkantine Heat and Power Company	180	
	Development and Renewal	Various savings each of less than £100k	454	
		Total (Development & Renewal)	1,027	
CLC009/15-16	Communities , Localities and Culture	Mainstreaming Recycling Education	103	YES
CLC010/15-16	Communities , Localities and Culture	Deliver more street care monitoring through champions and volunteers	140	
CLC012/15-16	Communities , Localities and Culture	Introduce Residual waste limits for multi occupancy premises	100	YES
CLC026/15-16	Communities , Localities and Culture	DMT Restructure	100	
	Communities , Localities and Culture	Various savings each of less than £100k	130	
		Total (Communities, Localities and Culture)	573	
ESCW002/15-16	Education, Social Care and Wellbeing	Management Streamlining (Adult Social Care)	263	
ESCW004/15-16	Education, Social Care and Wellbeing	Efficiency review of Community Mental Health Services	293	YES
ESCW006/15-16	Education, Social Care and Wellbeing	Reconfiguration of homecare services	2,021	YES
ESCW008/15-16	Education, Social Care and Wellbeing	Streamline support for Safeguarding Adults Board	195	
ESCW009/15-16	Education, Social Care and Wellbeing	Management Streamlining Children's Social Care	380	
ESCW012/15-16	Education, Social Care and Wellbeing	Reconfiguring children's homes	600	YES
ESCW013/15-16	Education, Social Care and Wellbeing	Review of non-statutory independent reviewing functions	289	YES
ESCW016/15-16	Education, Social Care and Wellbeing	Streamline management in YOT	188	
ESCW024/15-16	Education, Social Care and Wellbeing	Reconfigure Mental Health Day Opportunities	167	YES
ESCW026/15-16	Education, Social Care and Wellbeing	Review of adults using Tower Hamlets transport service	169	YES
ESCW028/15-16	Education, Social Care and Wellbeing	Procurement Savings - Supporting People	750	
ESCW030/15-16	Education, Social Care and Wellbeing	Remodel strategic support services	370	
ESCW032/15-16	Education, Social Care and Wellbeing	Change project funding model	120	
ESCW034/15-16	Education, Social Care and Wellbeing	Directorate administration review	500	
ESCW036/15-16	Education, Social Care and Wellbeing	Joint use of Careers Centre	133	YES
ESCW041/15-16	Education, Social Care and Wellbeing	Income generation and efficiencies in Early Years service	148	YES
ESCW044/15-16	Education, Social Care and Wellbeing	Reconfigure Children's Centre Service	1,000	
ESCW046/15-16	Education, Social Care and Wellbeing	Surplus learning and development budget	200	
ESCW052/15-16	Education, Social Care and Wellbeing	Integration of first response and local health services	250	
ESCW054/15-16	Education, Social Care and Wellbeing	Consolidation of learning disability service	225	YES
ESCW055/15-16	Education, Social Care and Wellbeing	Better targeting and integration of reablement services	200	
ESCW057/15-16	Education, Social Care and Wellbeing	Reduce duplication in leaving care service	427	YES
ESCW059/15-16	Education, Social Care and Wellbeing	Integration of accommodation based floating support service	109	YES
ESCW061/15-16	Education, Social Care and Wellbeing	Review Paid for Transport	675	
CD/PH02/15-16	Education, Social Care and Wellbeing	Public Health - Reconfiguration of sexual health services	800	YES
CD/PH05/15-16	Education, Social Care and Wellbeing	Public Health - Smoking cessation	360	
CD/PH08/15-16	Education, Social Care and Wellbeing	Public Health - Procurement and Non contract	419	
CD/PH09/15-16	Education, Social Care and Wellbeing	Public Health - Staffing	324	
CD/PH10/15-16	Education, Social Care and Wellbeing	Public Health - Mainstreaming 'healthy communities' projects	388	YES
	Education, Social Care and Wellbeing	Various savings each of less than £100k	1,568	
		Total (Education, Social Care and Wellbeing)	13,531	
RES004/15-16	Resources	Second Phase of Planned Finance Re-Organisation	350	
RES008/15-16	Resources	Reduction of controllable costs – Supplies and Services	150	
RES009/15-16	Resources	Recovery of court costs	100	YES
RES011/15-16	Resources	Delivering NVQ Support through Local Providers	205	
RES012/15-16	Resources	Rationalise Structure of Consultancy Service	130	
RES0024/15-17	Resources	Vacancy Management Customer Access	125	
RES025/15-16	Resources	Temporary & Agency Staff Contract	800	
	Resources	Various savings each of less than £100k	893	
		Total (Resources)	2,753	
	Law, Probity and Governance	Various savings each of less than £100k	284	
		Total (Law, Probity and Governance)	284	
CD002/15-16	Cross Directorate	Corporate Reserves Contingency Review	3,000	
RES022/15-16	Cross Directorate	Council Tax - Student Exemption, additional staff resource (FTC -1 Year)	335	
RES023/15-16	Cross Directorate	Employment Options Programme	3,900	
RES024/15-16	Cross Directorate	Business Rates - Data matching contract Budget to defend key appeal, additional staff resource	1,360	
	Cross Directorate	Various savings each of less than £100k	141	
		(Total) Cross Directorate	8,736	
Grand Total			26,904	

TITLE:		Optimising external funding					
DIR:		D&R					
SERVICE:		Economic Development				REF:D&R002	
TEAM:						LEAD OFFICER: Andy Scott	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	1,722	150			150	Income Optimisation	No
FTE Reductions	0	0			0		
DETAILS OF SAVINGS OPPORTUNITY							
<p>No adverse impact on staff numbers. Allocating appropriate external and/or Section 106 funding to replace General Fund. The Economic Development service is currently funded from a range of sources: General Fund, S106, Reserves and income from GLA contracts and other initiatives. Funds are allocated across the service according to the particular focus of the identified programme or the service delivered. S106 obligations currently support 11% of the Economic development service staffing budget across the board, but are available to support more.</p> <p>a. The Outreach, Engagement & Tracking team within the Employment & Skills Service currently has an overall staffing budget of £246,533, supporting 6 FTEs. Of this, just over 19% (£47,373) is from General Fund and relates specifically to the Manager's PO3 post; the five junior team members are already externally funded. The role of the PO3 manager's position is to secure and track outputs against GLA and other externally funded programmes, and to generate external income. Cash flow forecasts would indicate that the team can replace GF entirely with external funds (S106 and various grant incomes) year on year for this post, aligning it with its overall purpose of securing external incomes and commitments.</p> <p>b. Similarly, the Business Engagement Team supports nine posts through a combination of incomes: 63.5% of salaries are funded from GF, which could be replaced by S106 funds secured to support business development and inward investment across the borough. For accounting purposes the four posts for which GF funding could be replaced by S106 are: the Enterprise Projects Manager (PO2 - £43,809), the Enterprise Officer (PO1 - £20,790; the Enterprise Support Officer (SO1 – £19,944), and the Enterprise Support Assistant (Sc6 - £18,175); totalling £102,718.</p> <p>In the unlikely event that external S106 income is unavailable at any point then service delivery and current staffing structure can be reviewed. The structure of the service and its operational needs will remain under annual review.</p>							
IMPLICATIONS TO CONSIDER							
<p>including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT</p> <p>Potential Implications - At present this proposal has no implications for service delivery or operational management. The service will continue as it presently does, with evidence based payment by results invoices being issued to the GLA and or other programme funders. S106 is secured through planning obligations and is drawn down on a project by project basis. Income will be constantly reviewed to ensure it meets service needs, and adjustments will be made accordingly. There are ongoing and potential new income streams becoming available for the delivery of enterprise and employment & skills support from both government funded contracted delivery programmes and local development opportunities; draw down of these funds can be adjusted to meet operational requirements over the foreseeable future.</p> <p>Risks and issues - The key risk associated with these savings proposals is around the vibrancy of the economic environment. If there were to be a downturn in the economy there may be a need for increased activity around the areas of work in economic development including skills, employment and business support. This may impact on the viability of the service to deliver increased outcomes for a greater volume of participants.</p>							

TITLE:	Lettings restructure						
DIR:	D&R						
SERVICE:	Housing Options					REF:D&R003	
TEAM:						LEAD OFFICER: Colin Cormack	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	1,651	134	0	0	134	Lean: Downsizing Teams	Yes
FTE Reductions	44	11	0	0	11		
DETAILS OF SAVINGS OPPORTUNITY							
<p>It is important to stress that this proposal originated from, and is informed by, the Localism Act, policy changes including the revised Allocations Scheme, a comprehensive benchmarking exercise, regular and open staff workshops to consider process redesign and the subsequent formal adoption of amendments to operational practices.</p> <p>Further information re key factors that have led to reduced workload:</p> <ol style="list-style-type: none"> 1. Revised Allocations Scheme removing over 2,000 households (10%) from the Housing Register. Of the remaining 20,000 there is now a clear distinction between in housing need households (12,000) and not in housing need (8,000) permitting light touch engagement with the 8,000 not in housing need – less reviews, no exhaustive testing of application statements, etc. 2. With the 12,000 the use of intelligence around prospects of an offer to permit engagement with those most in need 3. Significantly reduced bidding activity in light of bid limits and penalties for refusal leading to reduction in work associated with bid handling tasks 4. Reduced offer refusals leading to less need to rearrange viewings or deal with no shows or 'on the door step' rejections – applicants are being much more circumspect about how they bid and what they bid for, meaning reductions in day to day handling activities <p>In essence, these allow for smarter working and the operational lessening of workloads particularly associated with the limited bids and penalties for offer refusals regime.</p> <p>Further information re benchmarking with other local authorities with their own lettings services:</p> <ol style="list-style-type: none"> 1. The two key activities of the council's allocations and choice based lettings function have been benchmarked against a group of London boroughs as a cost per unit of available social housing: <ol style="list-style-type: none"> a. Applications & Housing Register Activity per unit of available social housing b. Choice Based Lettings activity 2. LBTH came top of the top quartile in all cost indicators – and by a considerable margin - the proposed restructure would reduce the gap 3. Results suggest that further savings are possible but the service consider this would only be achievable by lowering the quality of services on offer to vulnerable households and adversely affecting the current intention to develop a tenancy attainment service. 							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>Implications - Any reduction in staffing will need to be carried out lawfully, in accordance with the Council's contracts and procedures. HR have advised officers that this proposed reorganisation would take at least 6 months and could result in the redundancy of up to 11 employees. The resources required to support this would be provided by a lead HR Business Partner responsible for ensuring that the reduction in posts, and any change of roles, is carried out in compliance with the Handling Organisational Change Procedure. In addition to the General Fund saving there would be a gross saving to the Housing Revenue Account of £249K from 2015/16. Work is going on under the auspices of our "No Wrong Door" programme of service redesign for Housing Options that, in addition to making our work even more customer-appropriate, are likely to provide (significant) savings for 2016/17.</p>							

EQUALITIES SCREENING		
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct Impact on front line services?	Yes	Officers expect there to be a positive impact on front line services especially to the most vulnerable residents
CHANGES TO A SERVICE		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Does the change involve revenue raising?	No	
Does the change involve a reduction or removal of income transfers to service users?	No	
Does the change affect who provides the service, i.e. outside organisations?	No	
Does the Change involve Local Suppliers being affected ?	No	
Does the change affect the Third Sector?	No	
Does the change affect Assets?	No	
CHANGES TO STAFFING		
Does the change involve a reduction in staff?	Yes	Preliminary estimate of 44 FTEs reducing to 33 FTEs but, of course, that is subject to consultation
Does the change involve a redesign of the roles of staff?	Yes	Please see details of savings proposal

TITLE:		European Social Fund Match Funding Payments					
DIR:		D&R					
SERVICE:		D&R Resources				REF:D&R010	
TEAM:		LEAD OFFICER: Dave Clark					
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Third Sector (TS) – Third Party Payments	2,176	109	0	0	109	Financial Adjustments	Yes
FTE Reductions	0	0	0	0	0		
DETAILS OF SAVINGS OPPORTUNITY							
<p>As part of the European Social Fund Partnership agreement, the Council has contributed match funding against contributions from London Councils to enable local partners to benefit from the available European funding. This agreement - in terms of financial commitment - comes to an end at end of March 2015.</p> <p>The council will continue to support third sector organisations to access match funding. However, under this proposal the budget will be reduced by one fifth. This will not affect other third sector funding streams.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>In previous years Corporate Match Funding has been used to match a European Social Fund (ESF) administered by London Councils. This ESF funding ended in March 2014.</p> <p>This funding is currently uncommitted and the percentage reduction is relatively small compared to the cuts being faced by the Council - proposal 009 proposes savings equivalent to circa 25% of the service's General Funded staffing budget.</p> <p>The service recognises the role of voluntary and community organisations in providing services and is prioritising efficiencies through better management and alignment of third funding across the Council and ensuring a commissioning approach based on strategic outcomes. The proposed changes will be the subject of an equality impact assessment.</p> <p>This proposal is part of the Your Borough, Your Voice campaign which aims to identify residents' priorities for the borough, as government reductions increasingly impact on the public purse. At the time of updating this proposal the consultation is still open. To date there has only been 1 response regarding this particular proposal.</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	Yes	It is expected that all equalities groups are likely to be similarly impacted by the proposed reductions					
Does the change reduce resources available to support vulnerable residents?	Yes	The proposed change is extremely likely to reduce resources available to support vulnerable groups including those affected by welfare reforms. It is unclear however what categories of people fall within the 'top of the triangle' referred to as there wasn't any information within the guidance notes.					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals
Full Equality Analysis

Section 1: General Information

1a) Name of the savings proposal

Savings – European social fund match funding payments - £109,000.

1b) Service area

1c) Service manager

1d) Name and role of the officer/s completing the analysis

Service area:
Resources

Team name:
Third Sector Team

Service manager:
Dave Clark

Name and role of the officer completing the EA:
• Everett Haughton - Third Sector Programmes Manager

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

This proposal will reduce revenue expenditure as part of the Council's 2015/16 savings targets. To achieve the above savings it is recommended that the current Corporate Match Funding Budget (£555,000) is reduced by the full amount leaving a balance of £446,000.

The proposed savings represents a 5% reduction of the current grants budget directly managed by the Third Sector Team – the funding streams and in question include:

1. Community and Economic Engagement
2. Social Welfare Advice Services
3. Third Sector Infrastructure Support
4. Corporate Match Funding

A particularly important factor for consideration however, is the fact that the current Main Stream Grants programme (which incorporates 12 separate funding streams including items 1 to 3 above) although originally scheduled to end its current programme period on 31 March 2015, is expected to be extended for at least a further 6 months – to the end of September. This means that there is a significant financial commitment well into the 2015/16 financial year in which the savings are to be made.

The main aim of this funding stream is to increase employability of local residents through accredited/non-accredited training, volunteering and employment support, tackling inequalities, social inclusion of marginalised sections of the community and meeting local needs.

Job seekers allowance claimant count has been used as a particular basis for assessing need within the Borough in terms of economic inclusion. The claimant count rate for Tower Hamlets as at May 2014 is 3.6% compared to London 2.7% and nationally: 2.6%. This equates to 6,950 people who were unemployed and claiming JSA in Tower Hamlets. Source: ONS claimant count with rates and proportions. Note: % is a proportion of claimant count + workforce jobs total

The main Service User target groups include the 17,900 residents who are ILO-unemployed and 8,500 economically inactive

people assumed to want a job, totalling 26,400 residents. Source: ONS Annual Population Survey Jan 13 – Dec 13. Whilst there is other provision targeting this market, analysis suggests that some key groups are more disadvantaged in the borough and subsequently are disproportionately represented in lower employment and higher unemployment statistics. Equality profile is included in the 'Protected Characteristics' section.

Additionally, for the purpose of clarification it should be understood that the proposed savings come from a budget that had been used to match fund the ESF Community Grants Programme. This programme has now come to an end and the budget is not currently committed to a new programme. If the savings are approved, the remaining budget (£446,000) will be available for third sector organisations. This may be used as match funding to attract external funds or used for other purposes as agreed by the Corporate Grants Programme Board.

Whilst it is acknowledged that the identified savings could be taken on a pro-rate basis from each of the streams, due to a number of factors/considerations it is felt that the preferred option is to make the savings (of £109,000) from the Corporate Match Funding budget which currently stands at £555,000 per year.

Evidence (Consideration of Data and Information)

- What initial evidence do we have which may help us think about the impacts or likely impacts on service users or staff:
 1. ONS Joint claimant count with rates and proportions
 2. ONS Annual population Survey Jan 2013 to Dec 2013
 3. LEA consultation findings
 4. LBTH Employment Strategy (April 2011)

Additional factors which may influence disproportionate or adverse impact?

Budgets are set specific to the perceived or identified need of the various funding streams in line with directorate, strategic and community plan priorities. Therefore, in considering the implementation of potential funding reductions, due regard will need to be paid to ensuring that the 'hierarchy' of these priorities is taken into consideration.

In general with an 'across the board' reduction in funding, all groups with protected characteristics would be equally impacted by the reduction. The same would also apply if the reduction were to be from only one of the directorate funding streams.

Barriers

What are the potential or known barriers to participation for the different equality target groups? e.g. communication, access, locality etc.

Projects funded under the funding streams in question are required to have due regard to equality issues and to addressing known barriers to participation for the different equality target groups.

Whilst there have been complaints regarding access or barriers to participation relating to currently funded projects we are aware of known/potential barriers – some of which are outlined below:

- Lack of childcare
- Poor accessibility
- fear
- Inappropriate/unsuitable timing
- Poor information
- Unsuitable location
- Inappropriateness of methodology/tutor/language

Officers will continue to work closely with service providers to look at how these barriers/issues can be addressed. In considering budget reductions officers will also give due regard to designing grant service specifications which maximises efficiency.

Recent consultation exercises carried out?

Detailed consultation with a range of stakeholders, including voluntary sector stakeholders on both the individual service specifications and overall programme was undertaken in 2012 as part of the build-up to developing the 2012-15 Main Stream

Grants Programme. All service specifications refer to equalities duties and due regard was given to equalities considerations in the drafting and consultation on the service specifications and during all stages in the process including the application, assessment and moderation process.

These processes and arrangements will be repeated in developing the 2015/18 programme.

Consultation has been undertaken as part of the wider consultation process for the Council's Budget 2015/16. No major concerns can be drawn from the responses provided.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will
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	What impact will the proposal have on specific groups of service users or staff?	<p>inform decision making</p> <p>Please also how the proposal will promote the three One Tower Hamlets objectives?</p> <ul style="list-style-type: none"> -Reducing inequalities -Ensuring strong community cohesion -Strengthening community leadership
Race	Neutral	<p>There is no disproportional negative impact on this group. Somali and Bangladeshi residents are key target groups due to the high levels of unemployment amongst these communities in Tower Hamlets as identified in the Employment Strategy. It is expected that there will be a high number of organisations applying for funding that will focus on supporting these residents.</p> <p>The suggested reduction is an overall 5% of the directorate's Third Party Payments budget. I this taken from Corporate Match funding budget as recommended, this is only likely to have a very marginal impact if any</p>
Disability	Neutral	<p>There is no disproportional negative impact on this group. People with a disability are key target groups for the targeting of services provided by grant funded projects.</p> <p>The suggested reduction is an overall 5% of the directorate's Third Party Payments budget. I this taken from Corporate Match funding budget as recommended, this is only likely to have a very marginal impact if any</p>
Gender	Neutral	<p>There is no disproportional negative impact on this group.</p> <p>The suggested reduction is an overall 5% of the directorate's Third Party Payments budget. I this taken from Corporate Match funding budget as recommended, this is only likely to have a very marginal impact if any</p>

Gender Reassignment	Not Known	Insufficient monitoring data available relating to this target group to draw any conclusion at this stage
Sexual Orientation	Not Known	Insufficient monitoring data available relating to this target group to draw any conclusion at this stage
Religion or Belief	Neutral	<p>There is no disproportional negatives impact on this group. Funding is available to all organisations irrespective of religion or belief; and services provided by grant recipient organisations are able to be accessed by all sections of the community regardless of their religion or belief.</p> <p>The suggested reduction is an overall 5% of the directorate's Third Party Payments budget. I this taken from Corporate Match funding budget as recommended, this is only likely to have a very marginal impact if any</p>
Age	Neutral	<p>There is no disproportional negative impact on this group. There are clear age-range targets for our funded projects, particularly those which form significant proportions of JSA claimants.</p> <p>The suggested reduction is an overall 5% of the directorate's Third Party Payments budget. I this taken from Corporate Match funding budget as recommended, this is only likely to have a very marginal impact if any</p>
Marriage and Civil Partnerships.	Not Known	Insufficient monitoring data available relating to this target group to draw any conclusion at this stage
Pregnancy and Maternity	Not Known	Insufficient monitoring data available relating to this target group to draw any conclusion at this stage
Other Socio-economic Carers	Not Known	Insufficient monitoring data available relating to this target group to draw any conclusion at this stage

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Recommendation	Key activity	Progress milestones including target dates for either completion or progress	Officer responsible	Progress
1. Improving the collection of equalities monitoring data from all grant funded projects	<ul style="list-style-type: none"> • Review and update project progress monitoring report • Review and update guidance for projects on the collection and reporting of equalities data • Incorporate equalities data within Performance Reports to Corporate Grants Programme Board 	<ul style="list-style-type: none"> ○ Quarterly report document updated – end Sep 2014 ○ Information sheet sent to all funded projects – end Sep 2014 ○ Update incorporated within GIFTS online report - Oct 2014 	<ul style="list-style-type: none"> • EH & RM 	

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.

TITLE:	Barkantine Heat & Power Company						
DIR:	D&R						
SERVICE:	Strategy, Regeneration & Sustainability					REF:D&R011	
TEAM:						LEAD OFFICER: Jackie Odunoye	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Barkantine Heat & Power Company	534	180	0	0	180	Financial Adjustments	No
FTE Reductions	0	0	0	0	0		
DETAILS OF SAVINGS OPPORTUNITY							
Budget reduction for Barkantine Heat and Power Company which is a Combined Heat and Power district heating scheme on the Barkantine estate.							
Barkantine Heat and Power Company (BHPC) is a Combined Heat and Power (CHP) district heating scheme on the Barkantine estate providing heat and power to residential customers, the leisure centre, primary school and community centre. The scheme is a joint venture between Tower Hamlets Council and London Electricity Group (Now EDF energy). EDF energy manage BHPC on a 25 year PFI contract ending in October 2025.							
The capital cost of the scheme was financed by EDF Energy. In addition EDF Energy is responsible for all the generation, distribution and maintenance costs. In return EDF Energy charges the Council an annual facilities charge. In the current financial year the annual facilities charge to the Council will be £855,000. This charge is linked to the retail price index and will increase each year. The project started on the 1st November 2000 and will run to 31st October 2025. It is estimated that during this period the Council will pay £22 million to EDF Energy for the service.							
Each year the Department of Communities & Local Government (DCLG) pays the London Borough of Tower Hamlets a PFI Credit. The PFI credit is a fixed amount of £576,000 per annum. It is estimated that over the life of the project the total amount received from the DCLG will be £15 million leaving the Council to fund the remaining £7 million. Fund projections have been made for the project until the end of the contract where it was identified it is able to reduce the current available budget by £180,000.							
At the end of the 25 year contract BHPC will be handed back to the council where it will take full ownership; the council will be required to have a succession strategy in place.							
The current net budget including asset rentals is £331k (asset rentals are already covered by budget adjustments amended by corporate finance), this leaves a surplus budget of £202k, allowing for inflation increases and any property disconnection from the scheme resulting in decrease in income, the Barkantine budget could be cut by £180k.							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
Barkantine Heat and Power Company (BHPC) is a district heating system serving some of the existing and new build properties on the Barkantine estate, the project was set up in 2001 on a PFI contract ending in 2025. At the end of the contract BHPC comes back in to the ownership of the council and will need to procure a new maintenance and services contract, some capital funding will be required for the procurement, upgrade of the building and renewal of the plant equipment. A worst case scenario would be if no contractors could be procured to take on the project, the council will be required to provide the service needing to put up the initial capital cost, although the money could be recouped through recharge.							
The surplus in the current budget has been generated through rationalisation of the funding (external grants and recharge) coming through. The savings is largely due to rationalisation of income (external grant and recharge of service users). The risk is if the service users do not or cannot pay, there will be a shortfall in the budget to cover our ongoing costs. As BHPC provide heat and power to residents and businesses it will need to continue to provide this service							

TITLE:		Mainstreaming Recycling Education					
DIR:		CLC					
SERVICE:		Clean and Green				REF: CLC009	
TEAM:						LEAD OFFICER: Jamie Blake	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
		103			103	Lean: Service Re-Design & Consolidation	Yes
FTE Reductions		0			0		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The council currently provides recycling education and outreach which was intended to provide residents with an awareness of recycling services, increase recycling rates within the borough and promote recycling within schools and the local community. This proposal will review the discontinuation of this education and outreach service as residents are now aware of the services so this dedicated education service is no longer required.</p> <p>Recycling rates are currently at 28% and have shown only 2% growth since 2010/11 despite the continued investment in education and outreach. As there has been little change in the recycling rate over the past 3 years (reflecting recycling rate across the country over the last couple of years). This 28% recycling rate is one of the highest among inner London boroughs and through collection of dry recycling only, this rate would be unlikely to increase beyond 40%. This proposal reviews the continuation of this service.</p> <p>Schools are starting to mainstream recycling education within core lesson delivery. This could be enhanced and developed to ensure all schools offer comprehensive recycling training and sessions could also be delivered in youth centres. The training would be tailored to compliment the waste and recycling services offered by the Council. It is anticipated that the service could significantly reduce any loss of positive impact on behaviour change through a channel shift to direct mailing and better use of East End Life. An annual budget allocation would be created in order to facilitate this.</p> <p>Service users will continue to have access to the waste management and recycling services.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>In 2012/13 there were 106 contaminated loads of recycling. A reduction in recycling education may have an impact on the amount of contaminated loads as people are unsure of which items they can and cannot recycle. An increase in contamination would reduce the recycling rate and increase the amount of waste sent to landfill. Over time the absence of recycling education may have a detrimental impact on the recycling rates as new households move into the borough with no prior knowledge of the recycling opportunities. If this were to be the case additional investment may be necessary to deliver one off publicity campaigns and educational work.</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS		YES/NO	IF YES - please provide further details on how this impacts on each equalities groups				
Does the change reduce resources available to address inequality?		No					
Does the change reduce resources available to support vulnerable residents?		No					
Does the change involve direct Impact on front line services?		No					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?		No					
Does the change alter access to the service?		No					
Does the change involve revenue raising?		No					
Does the change involve a reduction or removal of income transfers to service users?		No					
Does the change affect who provides the service, i.e. outside organisations?		No					
Does the Change involve Local Suppliers being affected ?		No					
Does the change affect the Third Sector?		No					
Does the change affect Assets?		No					
CHANGES TO STAFFING							
Does the change involve a reduction in staff?		No					
Does the change involve a redesign of the roles of staff?		No					

Budget Savings Proposals Full Equality Analysis

Section 1: General Information

1a) Name of the savings proposal

Mainstreaming Recycling Education

1b) Service area

Public Realm

1c) Service manager

Jamie Blake

1d) Name and role of the officer/s completing the analysis

Simon Baxter, Head of Clean Green

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

The waste services contract with Veolia includes a payment for the provision of recycling education and outreach. Aiming to increase recycling rates within the borough, this team promotes recycling within schools and community organisations and through events, door-knocking and working closely with housing associations.

Recycling rates are currently at 28% and have shown only 2% growth since 2010/11 despite the continued investment in education and outreach. The annual contract cost for the provision of this team is £311k. As there has been little change in the recycling rate over the past 3 years, this represents an investment of £750k with no additional benefit to the service. It has been recognised that the recycling rate across the country has flat-lined over the last couple of years. This 28% recycling rate is one of the highest among inner London boroughs and through collection of dry recycling only, this rate could not arguably increase beyond 40%.

Therefore, it is proposed that this funding to the contractor be removed because they do not provide value for money. Although recycling rates could decrease if the profile in the borough is reduced, especially with a churn of residents.

Schools are starting to mainstream recycling education within core lesson delivery. This could be enhanced and developed to ensure all schools offer comprehensive recycling training and sessions could also be delivered in youth centres. The training would be tailored to compliment the waste and recycling services offered by the Council. It is anticipated that the service could significantly reduce any loss of positive impact on behaviour change through a channel shift to direct mailing and better use of East End Life. An annual budget allocation of £150k would be created in order to facilitate this.

This proposal will only affect the contractor and their staff. It will not affect the Council staff.

2b) What are the equality implications of your proposal?

All savings proposals have been screened for equalities relevance using the test of relevance questionnaire attached (Appendix A).

The consultation of this proposal has been conducted. Below is a summary of the consultation responses:

We received 19 responses to this proposal during the consultation period. The majority of the responses suggested that more recycling was preferable and residents' understanding of recycling and recycling practices was important.

Some responses made the following suggestions to increase recycling:

- Working with property management companies that take care of properties
- Make residents hear about recycling more frequently
- Recycling education needs to be repeated at periodic intervals due to the high turnover of residents in the borough
- More focus on children's recycling education, which would influence their parents' behaviour
- Recycling should be further promoted among businesses
- Provide as much clarity as possible about what can/cannot be recycled
- Reducing the number of issues of East End Life.

The mitigation of possible adverse impact includes:

- The recycling and disposal rate will continue to be closely monitored.
- The service will target the available resources to maintain and improve the recycling rate.
- The service will continue working with businesses and encouraging them to promote recycling.
- The service will explore a possibility of working with property management companies to increase recycling.
- ESCW to encourage recycling education to be mainstreamed in to school curriculums.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	This proposal is to shift away the resources for the recycling education and transfer some of them to direct mailing and EEL. It is anticipated that the negative impact of the proposal will be restricted by the resource shift and mainstreaming of recycling education. This group will not be affected due to its characteristics.
Disability	Neutral	Ditto
Gender	Neutral	Ditto
Gender Reassignment	Neutral	Ditto
Sexual Orientation	Neutral	Ditto
Religion or Belief	Neutral	Ditto
Age	Neutral	Ditto

Socio-economic	Neutral	Ditto
Marriage and Civil Partnerships.	Neutral	Ditto
Pregnancy and Maternity	Neutral	Ditto
Other		

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
N/A	

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.

Recycling policy is reviewed regularly and will be the subject of an EQIA at these times.

TITLE:	Deliver more Streetcare monitoring through Champions & Volunteers						
DIR:	CLC						
SERVICE:	Clean and Green				REF: CLC010		
TEAM:					LEAD OFFICER: Jamie Blake		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	949	140			140	Lean: Service Re-Design & Consolidation	Yes
FTE Reductions		3			3		
DETAILS OF SAVINGS OPPORTUNITY							
<p>Streetcare Officers provide the day to day monitoring of street cleanliness, identifying and arranging removal of graffiti, fly posting, fly tipping and excess litter. The officers work closely with the cleansing contractor to ensure the borough retains a good standard of cleanliness, however all requests to action need to be directed to the contractor to complete and are unable to be completed by the Streetcare Officers themselves.</p> <p>A number of improvements have recently been made to resident reporting channels. The Fifi phone application enables residents to send photographs of dirty streets, graffiti etc directly to the contractor to action. Usage of the application is increasing on a monthly basis creating a channel shift from face to face and telephone contacts to mobile and online service requests. This increased activity from residents is not a reflection that the borough is dirtier (performance targets continue to over achieve the target) it is a testament to increased resident engagement through the Localisation agenda and the confidence from the community that action will be taken if issues are reported.</p> <p>Members of the Muslim Women's Collective have been trained to undertake NI195 surveys on a quarterly basis in order to monitor the cleanliness of the borough and over 100 Community Champions operate across all wards, highlighting any service issues and helping to maintain the look and feel of the area.</p> <p>This increase in resident reporting and community monitoring outlined above means that it would be possible to reduce the on-street monitoring of cleanliness, transferring the day to day responsibilities to the contractor, and focusing the work of the client team onto the monitoring of data sets and customer satisfaction.</p> <p>The savings would be made through a reduction of 7 posts within the Streetcare Team, which would be managed in accordance with the Council's Handling Organisational Change policy. 3 posts in 15/16 will be reduced as a result of the ER/VR process. It is anticipated that staff would have the necessary transferable skills to be redeployed into other areas of the organisation, minimising the requirement for compulsory redundancies. A period of 9 months would be required to deliver this saving.</p> <p>15 Streetcare Officers would be retained within the service and would focus on responding to Members Enquiries, investigating and preventing serious faults and tackling any day to day issues that may arise.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>The 'visibility' of Streetcare staff across the borough would be reduced. However, resident access channels have significantly improved over the past two years and the ways in which residents report street cleanliness issues will remain in place.</p> <p>This change of monitoring arrangements will inform the procurement of new waste contracts in 2017. Tender submissions would need to demonstrate adequate supervision and ICT monitoring.</p> <p>There is a risk that the cleanliness of the borough could deteriorate if the strong relationship between the client and contractor breaks down. However, adequate monitoring systems would be in place to identify any performance failures at an early stage where mitigating actions can be implemented.</p> <p>There is also a risk of loss of Fixed Penalty Notices income as a result of this reduction.</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						

CHANGES TO A SERVICE

Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Does the change involve revenue raising?	No	
Does the change involve a reduction or removal of income transfers to service users?	No	
Does the change affect who provides the service, i.e. outside organisations?	No	
Does the Change involve Local Suppliers being affected ?	No	
Does the change affect the Third Sector?	No	
Does the change affect Assets?	No	

CHANGES TO STAFFING

Does the change involve a reduction in staff?	Yes	<p>This opportunity involves a reduction of approximately 7 full time equivalent posts. An equalities impact assessment will be undertaken as part of the development of this proposal to identify the composition of the staff group and mitigate any disproportionate impacts to vulnerable groups.</p> <p>All restructures will be undertaken in accordance with the Handling Organisational Change policy.</p>
Does the change involve a redesign of the roles of staff?	No	

TITLE:	Introduce Residual Waste Limits For Multi Occupational Properties						
DIR:	CLC						
SERVICE:	Clean and Green				REF: CLC012		
TEAM:					LEAD OFFICER: Jamie Blake		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	4,474	100			100	Delivering Differently	Yes
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>This proposal is designed to be delivered as part of the procurement of the waste service contract in 2017, with a staged process from 2015.</p> <p>The impending change in the Council's statutory obligations in regards to recycling and the backdrop of higher recycling targets being imposed following a review of the Waste Framework Directive at the end of 2014 require the Council to review and update current policies in relation to waste and recycling services and make adjustments to the services that are currently provided, whilst being cognisant of a need to drive cost efficiencies within the services.</p> <p>Historically the emphasis of waste containment provision has been focused on dealing with the residual waste stream, this continues at present with a greater volume of bin space for rubbish rather than recyclable material. This ease of access to residual waste bins in all types of housing stock is one of the barriers to speedy and effective behaviour change.</p> <p>The collection of residual waste from estates and privately managed blocks has been historically managed according to request. Where RSLs identified that additional waste was being created within their estates an additional bin or extra collections would be arranged. This has resulted in disproportionate waste collections across the borough, with certain estates generating significantly higher tonnages of waste per property than the borough average. There is currently no onus on RSLs or managing agents to reduce the volume of residual waste and increase the volume of recycled materials generated from their properties.</p> <p>It is proposed that the Clean and Green service will work with RSLs and managing agents to reduce the amount of residual waste, setting achievable targets for waste reduction and the increase of recycling. The capacity of waste receptacles provided for Multi Occupational properties will be capped to a maximum level of 200 litres per week per household and recycling containers increased on a phased basis until the production of household waste is in line with the London average on all estates.</p> <p>Where estates are unable to reduce the levels of household waste from their properties, additional services would be offered to RSLs to undertake bulk waste collections and tackle fly tipping, for which a charge would be levied to the managing agent.</p> <p>The number of waste receptacles, frequency of collections and total tonnage will be analysed, comparing residual and recycled waste generated, for each estate and privately managed housing block in the borough. This can be compared against London waste averages to identify areas generating excessive residual waste within the borough.</p> <p>This opportunity is at the early stages of development. Further analysis is necessary, as detailed above, and a detailed plan developed to introduce waste limits across the borough through a phased approach. This project will take 3 years to implement across the whole borough.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>There is no guarantee that registered providers will be able to manage the waste production of their tenants effectively, potentially leading to the overflowing of waste chambers if they choose not to buy in additional collections to remove the waste. This approach may require the investment of additional Streetcare Officers to undertake fly tipping investigations, but again this function may fall to estates.</p> <p>This would have a financial impact on Tower Hamlets Homes if they failed to achieve the tonnage target on their estates. This may increase the levels of fly tipping and rubbish left on estates.</p> <p>RISK: Risk of contravening the EPA. Risk to health and estate environment</p> <p>LEGAL: The Council is a waste disposal authority within the meaning of Part 2 of the Environmental Protection Act 1990 and as such has the duty to dispose of controlled waste collected in its area and to comply with the targets for reduction of waste to landfill established under the Waste and Emissions Trading Act 2003. The proposal to work with particular estates to reduce production of waste appears consistent with the Council's responsibilities, but further advice may be required as details of the proposal come forward.</p> <p>STRATEGY: This approach to achieving priority outcomes whilst still reducing costs based on a 'polluter pays' principle is preferable to the service cuts identified elsewhere. Could it be considered as an alternative to the food waste cut – ie fining those who don't recycle food and garden waste on a regular basis.</p>							
EQUALITIES SCREENING							

TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct Impact on front line services?	Yes	No group should be adversely affected. The intention is to better educate residents to recycle more to reduce residual waste and overflowing wate bins.
CHANGES TO A SERVICE		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Does the change involve revenue raising?	No	
Does the change involve a reduction or removal of income transfers to service users?	No	
Does the change affect who provides the service, i.e. outside organisations?	No	
Does the Change involve Local Suppliers being affected ?	No	
Does the change affect the Third Sector?	No	
Does the change affect Assets?	No	
CHANGES TO STAFFING		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Budget Savings Proposals Full Equality Analysis

Section 1: General Information

1a) Name of the savings proposal

Introduce Residual Waste Limits for Multi Occupational Properties

1b) Service area

Public Realm

1c) Service manager

Jamie Blake

1d) Name and role of the officer/s completing the analysis

Simon Baxter, Head of Clean Green

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

This proposal is designed to be delivered as part of the procurement of the waste service contract in 2017, with a staged process from 2015.

The impending change in the Council's statutory obligations in regards to recycling and the backdrop of higher recycling targets being imposed following a review of the Waste Framework Directive at the end of 2014 require the Council to review and update current policies in relation to waste and recycling services and make adjustments to the services that are currently provided, whilst being cognisant of a need to drive cost efficiencies within the services.

Historically the emphasis of waste containment provision has been focused on dealing with the residual waste stream, this continues at present with a greater volume of bin space for rubbish rather than recyclable material. This ease of access to residual waste bins in all types of housing stock is one of the barriers to speedy and effective behaviour change.

This Council currently operates a weekly collection service and there are no proposals to change this standard level of service. However, the collection of residual waste from estates and privately managed blocks has been historically managed according to request. Where RP's or Private Landlords identified that additional waste was being created within their estates / managed communities an additional bin or extra collections per week would be arranged. This has resulted in some areas generating demand for multiple waste collections per week whilst other communities of similar density manage their waste more effectively and require far fewer waste collections. There is currently no onus on RP's or managing agents to reduce the volume of residual waste and increase the volume of recycled materials generated from their properties.

It is proposed that the Clean and Green service will work with RSLs and managing agents to reduce the amount of residual waste, setting achievable targets for waste reduction and the increase of recycling. The capacity of waste receptacles provided for Multi Occupational properties will be capped to a maximum level of 200 litres per week per household and recycling containers increased on a phased basis until the production of household waste is in line with the London average on all estates.

Where estates are unable to reduce the levels of household waste from their properties without help, additional services would be offered to RP's and Managing agents to better manage waste disposal and recycling for which a charge would be levied to the managing agent.

The number of waste receptacles, frequency of collections and total tonnage will be analysed, comparing residual and

recycled waste generated, for each estate and privately managed housing block in the borough. This can be compared against London waste averages and Borough waste averages to identify areas generating excessive residual waste within the borough generating substantially more collections than similar in borough communities. Many people will be unaffected by the above proposals and everyone will continue to get at least a once a week collection.

2b) What are the equality implications of your proposal?

There is no evidence that poorer communities or particular ethnic groups produce more waste than others. Neither is there a clear gender link. Wealthier communities tend to recycle more but they also consume more and produce more waste.

Summary of Consultation responses

33 responses were received during the consultation period. Some respondents thought that this proposal would help reduce waste in the areas affected, encourage recycling and maintain the environment clean by making residents more aware of the cost of waste removal. It was also pointed out that this proposal would give landlords of multiple occupational properties, including private landlords, and their residents, greater responsibilities.

Many respondents were concerned about a possibility of redistributing the additional waste management cost to residents. Some thought the transfer of the cost to residents would adversely impact on the community cohesion, because residents who do recycle and reduce waste need to pay for the waste created by their neighbours. However, that is already happening at a more macro level across the Borough and this selective proposal to target those communities generating substantially more waste than others in the Borough will address this. Other risks and possible adverse impact of the proposal identified in the consultation included:

- More contamination of recycling, since residual waste would be put in recycling bins
- Increasing fly-tipping.

The respondents also suggested the following measures to reduce waste and/or address possible negative consequences:

- Electronic goods recycling bins should be made available in the estates
- Food recycling and composting should be made available further
- More recycling and waste education should be made available
- Target homeowners' waste reduction too
- Work with large supermarkets to introduce 'no plastic bag policy'

- More enforcement activities and patrols to tackle fly-tipping.

To mitigate the identified risks, the service will:

- Work with and support RP's and managing agents to achieve the objectives. RP's are responsible for recycling bins being made available in the estates. The Council will encourage them to providing the facilities for residents.
- Continue monitoring the amount of residual waste, recycling, fly tipping and complaints
- Consult the stakeholders, including RP's and managing agents, about this proposal.
- Communication campaign for recycling and waste reduction.
- Continue working to maximise the food recycling and composting opportunities, although the borough's high number of high-rise housing buildings (80%) makes food recycling and composting a challenge.
- Continue working with businesses, including supermarkets, to reduce waste. The Council will work with supermarkets for them to take the environmental responsibilities, including reducing the amount of waste plastic bags.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups	Impact – Positive or Adverse	Reason(s)
What impact will		<ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform

the proposal have on specific groups of service users and staff?		members decision making
Race	n/a	NA
Disability	n/a	NA
Gender	n/a	NA
Gender Reassignment	n/a	NA
Sexual Orientation	n/a	NA
Religion or Belief	n/a	NA
Age	n/a	NA
Socio-economic	n/a	NA
Marriage and	n/a	NA

Civil Partnerships.		
Pregnancy and Maternity	n/a	NA
Other		

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
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<p>Whilst the proposals are not considered to favour wealthy or poorer communities increases in costs no longer covered by the Council for the management of excessive amounts of waste may be passed on to those residents generating the demand for multiple weekly collections by their managing agents. This may impact more heavily on the poorer communities effected until compliance and lower waste levels are achieved.</p>	<p>Engage RP's and Management agents to reduce the amount of residual waste.</p> <p>Continue monitoring the amount of residual waste, recycling, fly tipping and complaints</p> <p>Consult stakeholders, including RP's and managing agents, about the proposal</p> <p>Communication campaign for recycling and waste reduction.</p>
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If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Section 5: Future Review and Monitoring

<p>Please explain how and when the actual equality impact of these changes will be reviewed and monitored.</p> <p>The impact of these measures will be reviewed as part of the Council's policy review process for which an EQIA will be undertaken. n/a</p>
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TITLE:	DMT Restructure						
DIR:	CLC						
SERVICE:	Strategy and Resources					REF: CLC026	
TEAM:						LEAD OFFICER: Robin Beattie	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	580	100			100	Lean: Service Re-Design & Consolidation	No
FTE Reductions		1			1		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The senior management structure within the Communities, Localities and Culture directorate comprises 5 Service Head positions.</p> <p>This structure was reviewed in 2010/11 resulting in the reduction of 1 FTE (from 6 posts to 5).</p> <p>There remains a commitment to reduce the number of Service Heads by 1.</p>							
EQUALITIES SCREENING							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							

TITLE:	Management Streamlining - Adult Social Care						
DIR:	ESCW						
SERVICE:	ADULT SOCIAL CARE				REF: ESCW002		
TEAM:					LEAD OFFICER: Bozena Allen		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	20,198	263	0	0	263	Lean: Downsizing Teams	Yes
FTE Reductions	451	4.4			4.4		
DETAILS OF SAVINGS OPPORTUNITY							
This opportunity would review management responsibilities within Adult social care, merging some responsibilities to reduce the number of management posts whilst ensuring effective synergies between functions. There will be a reduction in service and team manager posts.							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
Whilst merging some responsibilities will lead to the realisation of greater synergies between different teams, this proposal will reduce management capacity within the service and increase the span of control of some remaining management posts. Some posts in jointly managed services will require consultation with relevant NHS trusts and the Clinical Commissioning Group.							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	This proposal would reduce the establishment by 4.4 FTE staff (3% of the total establishment.) It is unlikely given the small scale of the reduction that there would be an adverse equalities impact although this would need to be assessed in the context of other staffing reductions that are taken forward.					
Does the change involve a redesign of the roles of staff?	Yes	The reduction in management posts will necessitate the redesign of the posts of remaining managers. There is unlikely to be a change in working patterns.					

TITLE:	Efficiency review of Community Mental Health Services						
DIR:	ESCW						
SERVICE:	ADULT SOCIAL CARE					REF: ESCW004	
TEAM:						LEAD OFFICER: Bozena Allen	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	2,129	293	0	0	293	Lean: Service Re-Design and	Yes
FTE Reductions	44.5	8			8		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The community mental health service provides assessment, review and support planning to eligible adults with mental health needs. This proposal would review how to make savings in the community mental health service through service redesign and consolidation. These efficiencies will still allow the council to continue to deliver its core statutory obligations for community mental health service users.</p> <p>All Service Users will continue to receive a service but this will be delivered in a more streamlined and consistent way reducing the number of separate contacts for service users. The proposal will improve services by making them more streamlined and reducing the number of different people that service users have contact with, whilst still meeting all of their mental health needs.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>As set out above this proposal will improve services by making them more streamlined and reduce the number of different people that service users have contact with, whilst still meeting their needs.</p> <p>This proposal would be implemented by working in partnership with East London Foundation Trust and the CCG who commission the Health component of the service.</p> <p>This proposal would be subject to organisational change processes, and some change management for staff who will need to extend their field of operation but with a greater focus on Council Core functions .</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	All Service Users will continue to receive a service but this will be delivered in a more streamlined and consistent way reducing the number of separate contracts for service users.					
Does the change reduce resources available to support vulnerable residents?	No	As above					
Does the change involve direct Impact on front line services?	Yes	We would retain the 4 community mental health teams at the current staffing levels but there will be a reduction in some posts in other teams in regard to posts which in the main deliver ELFT contractual functions. This will not affect the council's capacity to meet eligibility or deliver the required level of service					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	There will be a reduction of 9 FTE. There are 5 vacancies in the service which provide redeployment opportunities for some of these staff. Given the small number affected it is unlikely that there will be an adverse equalities impact although this will need to be more fully assessed in the context of other staffing reductions across the Council.					
Does the change involve a redesign of the roles of staff?	Yes	There will need to be some broadening of focus changes in the CMHTs to absorb the work currently carried out in separate teams but no change in role or function . The CMHTs already provide input and cover for these other teams, and the changes are therefore unlikely to be significant.					

Budget Savings Proposals **Full Equality Analysis**

Section 1: General Information

1a) Name of the savings proposal: ESCW004 - Efficiency review of Community Mental Health Services

1b) Service area: Adult Social Care, Education, Social Care and Wellbeing

2a) In brief please explain the savings proposals and the reasons for this change

This savings opportunity proposes to make efficiency savings through service redesign and consolidation. The savings target for this proposal is £293,000 in the 2015/16 financial year. This represents 14% of the total budget.

The efficiencies outlined here are in the context of an agreement with the East London Foundation Trust (ELFT) under S113 (1A) of the Local Government Act 1972 by which 70 Council employees are seconded to work alongside ELFT employees within the ELFT Tower Hamlets Adult Community Mental Health Services.

This service provides assessment, review and support planning to eligible adults with mental health needs. This efficiency proposal enables a strengthening of the Council's focus and control with regard to its statutory service delivery for adult mental health in order to ensure a strong local oversight on effective delivery of the Council's statutory functions for vulnerable people with mental health issues in Tower Hamlets.

An opportunity for efficiency has also arisen from the success of the Mental Health accommodation strategy delivered within the work of the Mental Health Resettlement team, which has reduced the number of service users placed in residential care out of

borough and returning to live back to Tower Hamlets with the service being managed by the Community Mental Health teams instead of the resettlement teams.

This proposal will deliver savings in 2015/16, bringing the operational staffing budget in line with established posts thereby eliminating overspends. This eliminates risk to the Council from cross funded posts whilst enabling the ELFT to pick up its own cross charged posts. This proposal ensures that there is clarity as to which posts each respective organisation is responsible for funding.

The proposals provide for better alignment of services across the teams in the mental health service which will enable the service to meet the needs of service users more consistently whilst releasing efficiencies. This savings opportunity will deliver an improvement in key areas of service arrangements such as Emergency Mental Health Advice Liaison Service and the Rapid Assessment, Interface and Discharge team.

There were two responses on this proposal during the public consultation period. One response was concerned about the impact this proposal might have on the future accessibility of these services. The other response recognized that an efficient Community Health Service would be beneficial so long as the current support provision is at least maintained. This feedback is addressed in this impact assessment.

2b) What are the equality implications of your proposal?

The efficiencies proposed for 2015/16 are to be achieved whilst retaining the service levels, therefore enabling the Council to continue to deliver its core statutory obligations with no reduction in such activity for the borough's vulnerable residents. The approach also preserves the benefits for local people of the Council's long established joint working arrangement with the ELFT. These changes will enhance the focus on LBTH adult social care delivery in mental health at a time when the Trust's canvass is becoming ever wider and continues the delivery of integrated health and social care service to vulnerable service users.

The redesign of services protects the four Locality Community Mental Health Teams where the bulk of the Council's statutory functions are delivered.

All Service Users will continue to receive a service but this will be delivered in a more streamlined and consistent way reducing the number of separate contacts for service users whilst still meeting all of their Mental Health needs.

Section 3: Equality Impact Assessment

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> Please add a narrative to justify your claims around impacts and, Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	No adverse impact identified
Disability	Positive	An improved focus on statutory functions promotes a more effective and consistent customer offer to vulnerable mental health service users. Alongside the work of integrating care and health services this will offer a streamlined support service; minimising the number of separate contacts and focusing on delivering a personalised service centred around the individual's needs, including a joined up approach to managing any comorbid conditions that the service user may have.
Gender	Neutral	No adverse impact identified

Gender Reassignment	Neutral	No adverse impact identified
Sexual Orientation	Neutral	No adverse impact identified
Religion or Belief	Neutral	No adverse impact identified.
Age	Neutral	No adverse impact identified.
Socio-economic	Neutral	No adverse impact identified.
Marriage and Civil Partnerships.	Neutral	No adverse impact identified.
Pregnancy and Maternity	Neutral	No adverse impact identified.
Other	Neutral	No adverse impact identified.

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
No adverse impacted identified for any specific target group	

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored. See above action plan.

TITLE:	Reconfiguration of home care services						
DIR:	ESCW						
SERVICE:	ADULT SOCIAL CARE				REF: ESCW006		
TEAM:					LEAD OFFICER: Bozena Allen		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	4,030	2,021	0	0	2,021	Delivering Differently	Yes
FTE Reductions	63.25	62.25			62.25		
DETAILS OF SAVINGS OPPORTUNITY							
The in house homecare service provides home care packages to adults that are eligible for social care support. This supplements the majority of provision which is externally commissioned.							
The in house service is very expensive compared to externally commissioned provision – it is also a service with a reducing number of users. This proposal would close the in house service and provide all home care packages through external providers, with an emphasis on local provision. This would create savings. Some of these savings would be reused to improve quality assurance and capacity to support the development of external providers in order to mitigate the risk that quality would deteriorate.							
The vast majority of eligible service users already receive their care through external providers. Of approximately 2,500 service users, 85 receive a service from the in house provision.							
We also have high levels of service user satisfaction for external provider users. If this service is subcontracted, robust safeguards will be put in place to ensure that the future provision embeds the borough's high standards of quality of care.							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
The closure of the service will reduce usage of the first floor at Albert Jacob House.							
This change would require organisational change processes involving redundancy or redeployment for 62.25 staff .							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	Although the closure of the service reduces expenditure, support for eligible people will be provided through commissioned providers.					
Does the change reduce resources available to support vulnerable residents?	No	Although the closure of the service reduces expenditure, support for eligible people will be provided through commissioned providers					
Does the change involve direct Impact on front line services?	Yes	There will be a change in provider for approximately 85 out of 2,300 residents receiving home care. This does not affect eligibility.					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No	Home care support would continue to be provided as part of care packages to meet assessed need, but they would be provided by a different provider.					
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service	No						
Does the change affect who provides the service, i.e. outside organisations?	Yes	Commissioned providers would provide the required levels of support					
Does the Change involve Local Suppliers being affected ?	Yes	There will be a small increase in business for local suppliers of home care					
Does the change affect the Third Sector?	Yes	There will be a small increase in business for third sector suppliers of home care.					
Does the change affect Assets?	Yes	The home care service utilises office space at Albert Jacobs House and this will no longer be required.					
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	Approximately 62.25 posts (FTE) will be affected. Further expressions of interest for voluntary redundancy would be sought and consideration would need to be given as to opportunities for remaining staff in new community providers. A full EIA will be required to fully understand the staffing impact and put in place suitable mitigation.					
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals Full Equality Analysis

Section 1: General Information

1a) Name of the savings proposal: ESCW006 Reconfiguration of homecare services

1b) Service area: Adults Social Care, Education, Social Care and Wellbeing

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

The proposed savings from this proposal are £2,021,000 during 2015/16. This represents 50% of the total budget.

The in-house homecare service provides home care packages to adults that are eligible for social care support. This supplements the majority of provision which is externally commissioned.

The in house service is very expensive compared to externally commissioned provision at £33.80 per hour compared to a basic rate of up to £14.50.

Members have previously agreed to close the In-House Homecare Service by 2016. This could be brought forward in order to deliver savings for 2015-16. Action is already in place to reduce the number of existing service users and a process of voluntary severance was undertaken in early 2013-14 resulting in 27 staff leaving the service. Closing the in-house service and providing all home care packages through external providers, with an emphasis on local voluntary sector provision, would therefore yield significant savings.

A report into the experience of disabled people in Tower Hamlets in June 2013 found that ‘people had low opinions of care staff/support workers provided through agencies and little faith that something could or would be done about them’. This presents the opportunity to use a proportion of savings (£200k) into improving quality assurance and capacity to support the development of commissioned providers in order to mitigate the concern that quality would deteriorate.

There is currently a debate at national level about the rates paid to home care providers, and the extent to which downward pressure has forced them to adopt potentially unethical workforce management practices (e.g.; zero hours contracts/ non-payment for travel time). UK Homecare Association (UKHCA) has recommended a minimum hourly rate of £15.19 to allow providers to avoid these practices. The calculation of the potential savings from this opportunity has therefore been based on the assumption that we will be paying that rate to external providers rather than the current, lower, hourly rate.

2b) What are the equality implications of your proposal?

All savings proposals have been screened for equalities relevance using the test of relevance questionnaire attached (Appendix A).

Please go back to each of the test of relevance questions and using evidence please provide a more detailed analysis of the equality impact of your proposal.

The proposal to transfer the homecare services to an external provider would bring the hourly rate paid to carers in line with London average. The new contractual

<p>arrangements should not result in any loss of quality for service users. It is likely that this proposal will help strengthen contract monitoring between the Council and Commissioned providers as providers will be expected to demonstrate and evidence that the provision will be in compliance with quality standards.</p> <p>Social care support has recently been a matter of media scrutiny due to poor standards of care and abuse. The current model of delivery offer levels of staff training, supervision and safeguarding in accordance with the councils core values, and commitment to good practice for both working conditions and customer care. If this service is subcontracted, robust safeguards are necessary to ensure that the future provision also embeds the boroughs high standards of quality of care.</p>		
<p>Section 3: Equality Impact Assessment</p> <p>With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.</p> <p>Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process</p> <p>If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.</p> <p>If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.</p>		
Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	<p>The majority of service users in this area are white (74%), and there are commissioned services that provide services specifically for BME groups.</p> <p>This proposal will further ensure commissioners provider framework take into consideration the need for community languages spoken by employees, familiarisation with cultural practices, and understanding of the diversity that exists within local service users. Therefore, the needs of service users from all communities will be met where appropriate.</p>
Disability	Neutral	All service users in this area have been assessed as having critical or substantial levels of need, and any commissioned service would continue to provide equal levels of care to meet the needs of service users.

		Therefore it is not expected that individual with a disability would be adversely impacted by the proposal.
Gender	Neutral	There is higher proportion of female service users (59%), but it is not expected that they would be disproportionately affected by the proposal.
Gender Reassignment	Neutral	There are currently no service users who have been identified as having gender reassignment.
Sexual Orientation	Neutral	Service user data does not record the sexuality of the majority of service users, but it is not expected that this proposal will have an adverse impact on users as future commissioned services will be required to demonstrate and evidence their ability to meet quality standards for fair Access, Inclusion and Diversity.
Religion or Belief	Neutral	Information about service users' religion or belief has not been provided, however it is not expected that this proposal will have an adverse impact on users as future commissioned services will be required to demonstrate and evidence their ability to meet quality standards for fair Access, Inclusion and Diversity.
Age	Adverse	There are comparable numbers of service users across the age brackets using the service, so it is not expected that this proposal will affect one particular group disproportionately. However, it is important to note that the majority of service users in this area (78%) are over 64 years of age. It is understood that many of these individuals may have built up a relationship with their carer(s) that has spanned many years, and given the intimacy of care, and age and the vulnerability of clients, this proposal will need to factor in a transition period when services are transferred to a new provider. Managing the change and continuity of care will be a key factor for this group of older service users, and it will take time to build relationships to the levels of trust and confidence which have developed over a number of years.
Marriage and Civil Partnerships	Neutral	This information is not currently recorded but it is not expected that this proposal will have an adverse impact on users as future commissioned services will be required to demonstrate and evidence their ability to meet quality standards for fair Access, Inclusion and Diversity.
Pregnancy and Maternity		Not applicable
Other		Not applicable

Section 4: Equality Impact Assessment Action Plan	
<p>Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.</p> <p>If you consider it likely that your proposal will have an adverse impact on a particular group(s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.</p>	
Adverse impact	<p>Please describe the actions that will be taken to mitigate this impact <i>(All the actions below will be included within the overall action plan for the closure of in-house homecare service).</i></p> <p>If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.</p>
<p>Vulnerable service users particularly older service users may be distressed by the changes to their care arrangements, and may not welcome a change in carer. It is important to recognise that high levels of trust build up over time in the professional caring relationship, as is necessary for the delivery of a service that administers intimate care</p>	<p>It is recommended that service users are consulted in the process and once providers are identified, a handover period is managed for the transition, taking into account the sensitive nature of both the role and the transfer, and the associated risks involved.</p> <p>It will be important to involve the long term social care teams within this process, to ensure that service users are aware of their care options. It may be that changes are needed to support plans if users decide that they would prefer to take a personal budget and recruit a personal assistant. This process may be managed independently, or may require brokerage or advocacy to ensure that the rights of vulnerable individuals are explored, and they are fully involved in the decision making process.</p>

Section 5: Future Review and Monitoring
<p>Please explain how and when the actual equality impact of these changes will be reviewed and monitored. See above action plan.</p> <p>As part of the monitoring of commissioned services, service user profile information should continue to be collected and analysed to ensure that services are developed in line with identified needs.</p> <p>It is recommended that consultation is undertaken with service users 2-3 months after the transfer to collect feedback and review levels of satisfaction with the new service provision.</p>

TITLE:	Streamline support for Safeguarding Adults board						
DIR:	ESCW						
SERVICE:	ADULT SOCIAL CARE				REF: ESCW008		
TEAM:					LEAD OFFICER: Bozena Allen		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	280	195	0	0	195	Lean: Service Re-Design & Consolidation	Yes
FTE Reductions	5	2			2		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The Safeguarding Adults Board oversees and co-ordinates activity in relation to protecting vulnerable adults across all key partners in the borough. It is not currently statutory, but will become so when the Care Act is implemented. The board is currently supported by a standalone team but a recent review of support functions across ESCW identified synergies with the support provided to the Local Safeguarding Children Board (LSCB) which is currently managed as part of the SPP function.</p> <p>This opportunity proposes taking advantage of these synergies by joining up support to the two boards, whilst maintaining some specialist policy and advisory capacity. This would strengthen support for both boards whilst releasing efficiency savings by streamlining some of the support function. It would also help to strengthen links with the Health and Wellbeing Board which is currently supported within SPP.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>This proposal offers an opportunity to improve governance of safeguarding by improving the links between adults and children's boards. However there is a risk that as the adults board becomes statutory, and the agenda around adult safeguarding gains priority, the work of the team will increase reducing the feasibility of this saving.</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	Due to the small number of staff affected this proposal is unlikely by itself to have an adverse equalities impact. However, this would need to be more fully assessed within the context of other staff changes being proposed across the Council.					
Does the change involve a redesign of the roles of staff?	Yes	Some staff will have changes to their job roles to support more than one board but this will have no effect on working patterns and will not have an adverse equalities impact.					

TITLE:	Management Streamlining Children's Social Care						
DIR:	ESCW						
SERVICE:	Children's Social Care				REF: ESCW009		
TEAM:							LEAD OFFICER: Steve Lidicott
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Management Streamlining	40,052	380	0	0	380	Lean: Downsizing Teams	Yes
FTE Reductions	528	5			5		
DETAILS OF SAVINGS OPPORTUNITY							
This opportunity proposes reviewing management posts across the children's social care teams to achieve a reduction of 2 service manager posts, 2 group manager posts and 1 team manager post. Management posts will be reviewed to ensure consistency in the breadth of portfolio and number of reporting lines, and also to take better advantage of synergies between teams that are currently separate.							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
The reduction in management capacity in this high risk service area will have to be considered carefully and mitigation put in place to address any increased risks. Changes would be subject to organisational change process.							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	This proposal would continue existing services but make reductions in the number of management posts					
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue	No						
Does the change involve a reduction or removal of income transfers to service	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	5 out of 528 posts across Children's Social Care will be reduced. Given the small number this is unlikely to have disproportionate impact but would need to be assessed in the context of other staffing reductions across the Council.					
Does the change involve a redesign of the roles of staff?	Yes	Some remaining management posts would need to be redesigned to include wider spans of control. This is unlikely to have disproportionate impact.					

TITLE:		Reconfiguring children's homes					
DIR:		ESCW					
SERVICE:		Children's Social Care				REF: ESCW0012	
TEAM:		LEAD OFFICER: Steve Lidicott					
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Reconfiguring children's homes	1,509	600	0	0	600	De-commissioning, Reducing services	Yes
FTE Reductions	33	12			12		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The Council currently operates two children's homes and this proposal involves closing one of the children's homes. Both have 6 beds but are not fully utilised, resulting in a significant number of empty beds. This proposal would reduce the provision of in-borough children home placements from 12 to 6.</p> <p>All children who are assessed by a social worker as requiring a placement are referred to the Children's Placement Team who broker a suitable placement. If this proposal is adopted, this process would remain the same and the child would be placed in the most suitable available accommodation. In keeping with the current process, unless the care plan for the child specifically identifies residential placement the child would be provided with accommodation in a foster care or a family placement in the first instance. The Council would still maintain its obligations under the government's Sufficiency Duty to place children within borough or where this is not possible within 20 miles of the borough unless the specific needs of a particular child indicates placement at a distance is more appropriate.</p>							
IMPLICATIONS TO CONSIDER							
<p>including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT</p> <p>This proposal would release an asset that could yield a capital receipt or be used for alternative use. The proposal does not at this stage quantify the value of the asset. The proposal would require organisational change processes and consultation with service users. Some service users may need to move to alternative accommodation although residents are not long term.</p>							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	Although the change would mean reducing our in house capacity, this is underused and, if required, external provision would be sourced. Any child requiring a residential placement would continue to have one					
Does the change reduce resources available to support vulnerable residents?	No	As Above					
Does the change involve direct Impact on front line services?	Yes	All children requiring residential placements will continue to be placed in suitable accommodation.					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	Yes	One children's home would be closed resulting in an asset which could be used for alternative purposes or disposed of. There is a further opportunity to redevelop the remaining children's home.					
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	There would be a reduction of 13 FTE staff. The impact of this would need to be fully assessed through an EIA.					
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals Full Equality Analysis:

Section 1: General Information

1a) Name of the savings proposal: ESCW 012: Reconfiguring Children's Homes

1b) Service area: Children's Social Care, Education, Social Care and Wellbeing

Section 2: Information about changes to services

2a) Description of savings proposals and the reasons for this change

Reconfiguring Children's Homes

The proposed saving for this savings proposal is £600,000 in the 2015/16 financial year. This represents 40% of the total budget.

The Council currently operates two children's homes and this proposal involves closing one of the children's homes. Each home currently has three residents although this is subject to change should any emergency requests for in house residential provision arise. This proposal would reduce the provision of in-borough children home placements from 12 to 6.

Looked after children requiring placements would continue, as now, to be placed in the most suitable available accommodation. Unless the care plan for the child specifically identifies residential placement this would follow the existing process of being provided with accommodation in a foster care or a family placement in the first instance. We would still maintain our obligations under the government's Sufficiency Duty to place children within borough or where this is not possible within 20 miles of the borough unless the specific needs of a particular child indicates placement at a distance is more appropriate.

2b) What are the equality implications of your proposal?

Does the change reduce resources available to address inequality?

No. Staffing levels would be reduced by a total of 12 FTE within the Children's Social Care Resources service area, however, all children who required accommodation would still be provided with appropriate accommodation.

Does the change reduce resources available to support vulnerable residents?

Yes. The Children's Homes provide accommodation to young people who have become looked after and are deemed in need of a residential placement. Currently, there are 12 beds in local authority run children's homes and the proposal is to reduce this to 6. The homes are both under-utilised and generally do not have more than 6 residents at a time (in recent times there have been occasions when there have been 7 residents but this has been for very short periods), however this proposal would reduce the ability to respond to a change in this situation.

Looked after children requiring placements would continue, as now, to be placed in the most suitable available accommodation. Unless the care plan for the child specifically identifies residential placement this would follow the existing process of being provided with accommodation in a foster care or a family placement in the first instance. LBTH would still maintain our obligations under the government's Sufficiency Duty to place children within borough or where this is not possible within 20 miles of the borough unless the specific needs of a particular child indicates placement at a distance is more appropriate.

It is not envisaged that this proposal would have a negative impact on the existing users of the two children's homes.

Concerns were raised via the public consultation that placing a child up to 20 miles away would make it more difficult for families to maintain contact. Currently, the majority of children in residential placements are placed outside of the borough and arrangements are made to ensure that they maintain close relationships with their families. For example, the LA will pay for travel in some circumstances and facilitate home visits. As the proposal aims to reflect a current under-utilisation of the resource, children who are most in need of the placement in the borough should still be able to be placed there.

In consultation with the service users, the overriding view was that they did not want to leave the place that they considered to be their home. There are currently 6 young people in placement. The care plans are such that it is unlikely that any will have to move from one children's home to the other. In order to mitigate the impact on new residents, once the decision is taken as to which home to close, the young people should be placed in the home that is to remain open.

Does the change alter who is eligible for the service?

No. Eligibility is statutory.

Does the change alter access to the service?

No. If individuals are eligible for the service they can access it – this is a statutory obligation on the local authority and this will continue.

Does the change involve revenue raising?

Yes, there is a strong possibility that whichever children's home is closed will be sold. This would lead to a one off capital receipt.

Does the Change involve a reduction or removal of income transfers to service users?

No

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) Please add a narrative to justify your claims around impacts and, Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	<u>Analysis</u> From the anticipated impact of the proposal there is no evidence that it will negatively impact any specific race group. The racial background of service users is broadly representative of the Tower Hamlets.
Disability	Neutral	<u>Service User Profile</u> The local authority children’s homes are not designated for children with a permanent and substantial disability. Therefore it is unlikely that it would be considered the most appropriate placement for a child who met the criteria for the Children with Disabilities Team. However, there have been in the past and are currently children placed there who have more minor disabilities. <u>Analysis</u> The Local Authority will continue to identify and provide the most appropriate placement to children dependent on their specific needs. There is no evidence of any negative impact on children who have a disability.
Gender	Neutral	<u>Analysis</u> From the anticipated impact of this proposal there is no evidence that it will negatively impact any specific Gender group. The gender of service users is broadly representative of the Tower Hamlets.

Gender Reassignment	Neutral	There is no Service User data on Gender Reassignment. From the anticipated impact of the four proposals there is no evidence that it will negatively impact any gender reassignment group.
Sexual Orientation	Neutral	There is no Service User data on sexual orientation. From the anticipated impact of the four proposals there is no evidence that it will negatively impact any sexual orientation group.
Religion or Belief	Neutral	From the anticipated impact of the proposal there is no evidence that it will negatively impact any specific Religious or belief group.
Age	Neutral	<u>Analysis</u> The residents of the two children's homes tend to be at the upper range of the age profile. The Local Authority will continue to identify and provide the most appropriate placement to children dependent on their specific needs. There is no evidence of any negative impact by age.
Socio – economic	Neutral	Research indicates that children known to Children's Social Care are more likely to be from an economically deprived background and any change to provision will have more of an impact on children from poorer families. As the proposal is to reduce the number of beds in line with service need, it does not appear that this will have an adverse impact.
Marriage and civil Partnership	Neutral	Not relevant
Pregnancy and Maternity	Neutral	Not relevant
Other	Neutral	Not relevant

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse Impact	Please describe the actions that will be taken to mitigate this impact
No adverse impact is identified.	

TITLE:	Review of non - statutory independent reviewing functions						
DIR:	ESCW						
SERVICE:	Children's Social Care					REF: ESCW0013	
TEAM:						LEAD OFFICER: Steve Lidicott	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Non- statutory independent reviewing functions	2,156	289	0	0	289	De-commissioning, Reducing services	Yes
FTE Reductions	14	4			4		
DETAILS OF SAVINGS OPPORTUNITY							
We are required by law to have Independent Reviewing Officers (IROs) for child protection and Looked After Children cases but not Child in Need plans, which whilst vulnerable are not our most in need cases.							
This proposal will entail reverting to previous practice of reviews being led by frontline social work teams. Reviews will still be undertaken as before and this proposal does not reduce resources for casework in the social work teams. To ensure that we continue to manage cases effectively and that there is no risk to children, social care management will periodically seek independent assurance around the quality of reviews from other review agencies and also from the council's internal audit function, and ensure soundness and adequacy of systems and controls. Specific training and/or measures will have to be undertaken to ensure that the role is embedded within their team/s.							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
If this opportunity is implemented, measures will be implemented to mitigate against the risk that the reduction in independent oversight compromises the quality of casework. Independent assurance will periodically be sought around the quality of reviews and adequacy of systems from other review agencies and also from the Council's internal audit function.							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	Yes	The proposal removes our capacity to carry out independent reviewing of child in need cases and foster placements. These cases will still be reviewed, but not independently of the frontline social work service.					
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	There will be a reduction in staff of 4 FTE. It is unlikely that this would have a disproportionate impact but it will need to be assessed in the context of reductions taking place elsewhere in the council.					
Does the change involve a redesign of the roles of staff?	Yes	Leading reviews of CIN cases and foster placements will revert back to other social work teams. This is unlikely to have a disproportionate equalities impact.					

Budget Savings Proposals

Full Equality Analysis

Section 1: General Information

1a) Name of the savings proposal

ESCW013: Review of non-statutory independent reviewing functions

1b) Service area

Children's Social Care, Education, Social Care and Wellbeing

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

The proposed savings target for this proposal is £289,000 in the 2015/16 financial year. This represents 13% of the total budget for child protection and reviewing.

Children's Independent Reviewing Officers undertake quality assurance of cases involving our most vulnerable children. In Tower Hamlets, this includes the independent chairing of Child Protection case conferences and Strategy Meetings, Looked After Children Reviews, Child in Need (CIN) Reviews and reviews of foster placements. The remit also extends to young women subject to sexual exploitation, those placed in two of the borough's residential units, those subject to pre-proceedings process and children subject to complex section 47 investigations. The role is statutory for all the functions except that of the independent reviewing of Child in Need plans. While the CIRO's are independent from the social work teams and do not have line management responsibility for the cases that they are reviewing, they are still council employees and as such are not fully independent.

It is proposed to remove independent reviews of Child in Need cases from the responsibilities of these staff, which would reduce the staffing requirement by 3 FTE. This will entail reverting to previous practice of reviews being led by frontline social work teams. Cases that were previously reviewed by CIRO's would still be reviewed within the frontline social work teams.

Children's social care has a total of 15 Independent Reviewing Officers, out of which some have a predominant focus on Child in Need cases and others a focus on CIN cases as well as the chairing of Child Protection conferences, conducting Foster Carer Reviews and Independent Residential Inspections.

2b) What are the equality implications of your proposal?

All savings proposals have been screened for equalities relevance using the test of relevance questionnaire attached (Appendix A).

Please go back to each of the test of relevance questions and *using evidence* please provide a more detailed analysis of the equality impact of your proposal.

This involves looking at the equality profile of the staff expected to be affected by the changes, as well as the equality profile of the service users.

This proposal will affect the Independent Reviewing Officers of CIN cases, foster carers and residential inspections, the impact of which will be looked at separately. The effect will also extend to existing frontline staff taking on an additional task of reviewing CIN cases, as this may add pressure to their existing workload.

The recommendation that CIN cases are reviewed, despite there being no statutory requirement to do so, came from the outcome of a 2005 CSCI Inspection which highlighted concerns about a lack of priority being given to these cases. The report was critical of the oversight in these cases and identified occasions when there had been significant drift as well as escalation to a CP Plan. As a result, the current system of independent reviewing officers for non-statutory work was implemented in 2006.

Since the current system was established, the practice of multi-agency reviews for child in need cases has become fully embedded. In addition, the establishment of the Principal Social Worker role has brought greater understanding of the social work role and areas for improvement, following the national review of child protection practice undertaken by Professor Eileen Munro. The work of the Principal Social Worker has identified a need to better empower social workers (in line with Professor Munro's findings) and remove some of the additional bureaucracy created by the current reviewing system. The view is that this will lead to a more focused and timelier CiN service. The Principle Social worker will ensure that there is effective oversight of practice following the removal of independent reviewing officers for children in need

All Independent Reviewing Officers oversee cases involving vulnerable children and young people whose welfare is assessed as being impaired in some way, who have suffered or are at risk of suffering significant harm and who therefore require intervention. In terms of impact to the community, the reduction of the posts will change the way we manage CIN cases. Although the reviewing of CIN cases could be undertaken by highly skilled frontline team or practice managers within social care, the reviewing will not be independent. Child in Need cases include vulnerable children, often on the cusp of child protection.

Currently Child in Need Plans are reviewed in a multi-agency format. The input of partner agencies is an essential element of the reviewing process. There needs to be a mechanism to ensure that this happens, both to obtain a holistic understanding of the case, and to assuage professional anxiety. Professionals who feel that they are not fully aware of the status of a CIN case are likely to press for an escalation to a CP Plan if they feel that progress is not being made. Review meetings should continue to be convened in a multi-agency format, albeit managed from within the social work teams rather than independently. Key members of the family's network must still be invited to attend these meetings and to feedback with any changes or concerns as they do currently.

The number of children becoming Looked After and subject to Child Protection Plans has increased and the number of case conferences requiring an independent chair is increasing year on year. The number of these conferences over the past years is set out below:

- 2011: 493
- 2012: 550
- 2013: 589
- 2014: 660 conferences projected based on current performance.

There is a risk that Child in Need social work would lose priority as compared to Child Protection cases and cases concerning Looked After Children. This could potentially lead to some of these cases escalating and therefore requiring a Child Protection Plan. To add some further context, there are currently 1251 children identified as Child in Need, compared to Looked After Children (313) and the number of Children with Child Protection Plans (365). The number of children in foster placements is 253. The high number of CIN cases gives an indication of the scale of quality assurance needed over such cases. Without independent monitoring, there is a risk of drift in the implementation of the Child in Need plans leading to children being open for longer than necessary. Previous experience has shown that the lack of formal independent reviewing of CIN cases leads to increased anxiety among agencies and to increased pressure for Child Protection Plans. However, the benefits from removing this additional layer, the fact that reviewing practice is now better embedded, and the oversight of our Principal Social worker will effectively mitigate against these risks.

As further mitigation, social care management will periodically seek independent assurance around the quality of reviews from other review agencies and also from the Council's internal audit function, and ensure soundness and adequacy of systems and controls.

It is essential that ensuring reviews take place becomes a regular part of the managers' role and that cases continue to be reviewed regularly, albeit not independently. We will ensure that CIN cases are given adequate attention so that they are not allowed to drift and that any deterioration in the family situation is identified and addressed at the earliest stage.

Independent Reviewing Officers play a key role in delivering training around risks and safeguarding to a range of staff including members of the Local Safeguarding Children's Board. The remit of their work also extends to the provision of targeted service to Bangladeshi families, support around sexual exploitation and domestic violence. The reduction in the posts could therefore impact on the delivery of training, and therefore reduce the support available to support professional development around safeguarding, and support in other areas of work would be affected too. However, we continue to invest significantly in learning and development on safeguarding and employ specific staff to oversee this. Any training responsibilities will be absorbed in existing posts.

The public consultation highlighted concerns that a lack of independent oversight and the risk that this could potentially pose. The proposal allows for this, by recommending that Child in Reviews are chaired by managers who do not have direct responsibility for the case, that oversight of practice is maintained by the Principal Social Worker, and that periodic independent assurance is put in place. There was also concern that this proposal could lead to cases being allowed to drift. The proposal recommends that additional safeguards be put in place to ensure that this does not happen.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	<p>The table in Appendix 1 shows that the majority of children subject to independent reviewing due to the nature of their cases are of Bangladeshi background. This is broadly representative of the racial profile of the borough and as such does not appear to negatively impact on one particular race. The BME population has a younger age profile than the white population which partially accounts for the higher proportion of Bangladeshi children subject to CP/CIN Plans. The proposal does not change the eligibility criteria and the children's cases will still be reviewed.</p>

Disability	Neutral	12% of the CIN cohort are children and young people with a disability. There is no adverse impact to this group as all children identified as Child in Need will be affected equally.
Gender	Neutral	There is no adverse impact to this group, although any reduced support to females affected by sexual exploitation will be affected by the change.
Gender Reassignment	Neutral	There is no adverse effect to this group.

Sexual Orientation	Neutral	There is no adverse effect to this group.
Religion or Belief	Neutral	46 % of children subject to Child in Need Plans are currently Muslim. This group is slightly over-represented when compared to the overall profile of the borough. However, there is a younger age profile amongst the BME population which partially accounts for the difference.
Age	Neutral	There is no adverse impact on this group as the split between the older cohort of CIN (9-18) and the younger cohort (0-9) is approximately equal.
Socio-economic	Neutral	Children who become known to Children's Social Care, are by their nature more vulnerable. They will all have some additional needs which has led to their being allocated a social worker. There is evidence that children who come from economically deprived backgrounds are more likely to be known to Children's Social Care, therefore any proposals which impact on the delivery of CSC services are more like to have an additional impact on poorer families. However this specific proposal is about changing the way that cases are reviewed and as the plan is for there still to be a review process there should not be a significant impact on any particular socio-economic group.
Marriage and Civil Partnerships.	Neutral	There is no adverse effect to this group.
Pregnancy and Maternity	Neutral	There is no adverse effect to this group.

Section 4: Equality Impact Assessment

Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

No adverse impact has been identified as a result of this proposal.

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.

- 1) A Senior Manager be designated to oversee CIN Plans and ensure that reviews are taking place in a timely and effective manner
- 2) Regular monitoring to take place to ensure that any increase in CP Plan activity is not linked to the change in review process for Children subject to CIN Plans. The first such review to take place within three months of implementation of the new system. This could be achieved through the introduction of a CIN plan panel chaired by s senior manager.
- 3) Regular monitoring to ensure that there continues to be no adverse impact in respect to equalities.

Appendix 1- Child in Need Cases by Ethnicity

Ethnicity	Number
Asian (Any Other Asian Background)	25
Asian (Bangladeshi)	574
Asian (Indian)	6
Asian (Pakistani)	22
Black (African)	46
Black (Any Other Black Background)	17
Black (Caribbean)	29
Black (Somali)	31
Mixed (Any Other Mixed Background)	58
Mixed (White & Asian)	34
Mixed (White & Black African)	9
Mixed (White & Black Caribbean)	49
Other (Any Other Ethnic Group)	15
Other (Chinese)	7
Other (Information Not Yet Obtained)	13
Other (Refused)	1
Other (Vietnamese)	7
White (Any Other White Background)	52
White (White - British)	189
White (White - Irish)	7
Not Recorded	60
Grand Total	1251

Appendix 2- Child in Need Cases by Religion

Religion	Number
Buddhist	1
Christian	179
Jewish	3
Muslim	580
No Religion	37
Not Stated	108
Other Religion	3
Sikh	1
Not Recorded	339
Grand Total	1251

TITLE:	Streamline management in YOT						
DIR:	ESCW						
SERVICE:	Children's Social Care				REF: ESCW0016		
TEAM:					LEAD OFFICER: Steve Lidicott		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Streamline management costs in YOT	804	188	0	0	188	Lean: Downsizing Teams	Yes
FTE Reductions	41	2			2		
DETAILS OF SAVINGS OPPORTUNITY							
This proposal represents a reduction in the current management structure within YOT. The proposal would remove 1 service manager post and one other management post at team manager level.							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
This is a core statutory service, and the proposal would result in a reduction in management capacity which would need to be carefully managed to avoid any adverse impact. The change will require organisational change process to be followed. As stated above the impact on the service of a reduction in management capacity would need to be carefully considered.							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	The proposal reduces management posts but would retain the current level of service					
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income	No						
Does the change affect who provides the service, i.e. outside	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	There will be a reduction in staffing of 2 FTE. Given the small number it is unlikely that this would have disproportionate impact on any equalities groups but this would need to be assessed in the context of other staffing reductions across the Council.					
Does the change involve a redesign of the roles of staff?	Yes	Some remaining management posts would need to be changed to expand span of control. This is unlikely to have disproportionate impact on any equalities group.					

TITLE:	Reconfigure Mental Health Day Opportunities						
DIR:	ESCW						
SERVICE:	Commissioning & Health, Mental Health and Joint				REF: ESCW024		
TEAM:							LEAD OFFICER: Richard Fradgley
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Reconfiguration of Mental Health day opportunities	1,070	167	0	0	167	Lean: Service Re-Design and Consolidation	Yes
FTE Reductions	11	3			3		
DETAILS OF SAVINGS OPPORTUNITY							
This proposal would deliver savings by greater efficiency at Pritchard's Road Day Centre. Over recent years there has been reduced demand against the capacity of the service. This is due to a number of factors linked to personalisation and alternative options available in the community for people using personal budgets.							
A small reduction in Council employed staff (3FTE) will enable the staff team to be restructured in line with levels of demand. This reduction will be achieved by vacancy deletion, redeployment and voluntary redundancy. Existing service users will continue to receive services in line with choices made through the support planning process.							
Further opportunities will be explored to make better use of capacity at Pritchard's Road as part of the wider programme of work to redesign mental health recovery & wellbeing services. These services will be procured from the voluntary sector by July 2015.							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
The Tower Hamlets Health and Wellbeing Board approved the Mental Health Strategy for the borough in February 2014 which included delivery of a new model for mental health day opportunities. This proposal is in line with that strategy.							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	The changes aim to maintain access to a range of opportunities with a reduced budget.					
Does the change reduce resources available to support vulnerable residents?	No	As above					
Does the change involve direct impact on front line services?	Yes	Services will change to maintain a range of activities in line with service user choice					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	Yes	Further opportunities will be explored to make better use of capacity at Pritchard's Road as part of the wider programme of work to redesign mental health recovery and wellbeing services. These services will be procured from the voluntary sector by July 2015.					
Does the change affect the Third Sector?	No	As above					
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	There is likely to be an impact on staffing levels as a result of reviewing the in house provision. The level of impact will be assessed as part of the review, and an EIA will be required.					
Does the change involve a redesign of the roles of staff?	Yes	As above					

Budget Savings **Proposals** **Full Equality Analysis**

Section 1: General Information

1a) Name of the savings proposal: 024 Reconfiguration of mental health day opportunities

1b) Service area: Commissioning & Health, Education, Social Care and Wellbeing

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

The London Borough of Tower Hamlets and the NHS Tower Hamlets Clinical Commissioning Group (CCG) work jointly to commission a range of mental health day opportunities and community support services.

At present £1.57 million is currently invested in the local voluntary sector and a further £0.5 million to provide Pritchard's Road Day Centre (PRDC). Eleven local mental health organisations provide a range of services including:

- Group support and activities
- 1:1 mental health support
- Welfare advice
- Support into employment
- Sheltered training scheme
- Culturally specific advice and support.

The proposal is to deliver savings of up to £167k from the overall budget. A saving of £65k will be made from services which have already been decommissioned. The remaining £102k will be delivered by redesigning services at Pritchard's Road Day Centre (PRDC).

Pritchard's Road Day Centre

The vision is to develop an innovative, sustainable service for the future. The following approach is proposed for further development within the context of reducing costs and providing a financially viable service.

- *Community Bridge Building:* The aim would be to re-position Pritchard's Road as a place to offer access to a wealth of opportunities within the centre and in the community. This would create innovative new partnerships to develop supported pathways. This would reduce barriers, tackle stigma acting as to bridge the gap between supported mental health services and mainstream opportunities.
- *Co-Location of Services:* This approach would bring new resources into the Centre opening up further opportunities for existing and future clients. New services would be made available at Centre by voluntary sector providers in addition to Council staff. This would be commissioned as part of the recovery and wellbeing services to be commissioned.

The rationale for proposing this approach

In Tower Hamlets, there are approximately 35,000 people with common mental health disorders, 15,000 with anxiety and depression and around 2,500 people diagnosed with a severe long term mental illness. Over 45% of people claiming unemployment benefits due to ill-health in Tower Hamlets do so because of mental health problems. There are approximately 440 services users in receipt of FACS eligible long term support services who suffer from mental health issues.

Mental health day opportunities have been provided by the voluntary sector and the Council for many years. These services support around 1000 individuals each year. These services help people to stay well, reduce isolation; and risk of relapse, in addition to helping people learn new skills and find employment.

A review of current spend, service use and demand shows roughly 25% of the total £2.07 million budget available for mental health day opportunities is allocated to PRDC. This amounts to £500k to support around 92 registered service users each year. Although service user feedback is positive and the services are valued by those using them, there are a number of factors which suggest better value for money may be achieved:

- There has been a steady decrease in the number of service users at Pritchard's Road over the last 3 years which means the Centre consistently runs under capacity. Further work is underway to assess the viability of maintaining current service levels within a reduced budget.

Pritchard's Road Day Centre is presently underutilised as a result of changing demand and alternative choices made by service users. This means there are high quality facilities and available space which more people could benefit from by bringing in additional resources which are already funded. This approach would aim to increase the range of potential options available for current clients without the need for any service reduction provided by Council staff. The current PRDC budget is based on providing a service for up to 50 attendees each day. Recent data shows an average of 24 attendances per day.¹

2b) What are the equality implications of your proposal?

The proposed changes will impact adults of working age with a disability relating to a diagnosed mental illness. This applies to both current and potential clients of PRDC in the future.

Ultimately, the key equality strand that has been identified for analysis in relation to the proposal is 'Disability' related to Mental illness.

The current proposals provide an excellent opportunity to reshape services to ensure a degree of choice, to demand more of the services commissioned, and to be able to engage with the largest percentage of the borough who have been affected by mental health illnesses. A summary of the implications are provided below.

¹ Based on attendance data for each day of September 2014.

Potential implications:

1. PRDC Service Provision Maintained:

If proposals to redesign the service at PRDC are agreed, the proposed approach would maintain current service provision for current users and establish a viable service for the future. The aim would be to re-position PRDC as a place to offer access to a wealth of opportunities within the Centre and in the community. This would create innovative new partnerships to develop supported pathways. This would reduce barriers, tackle stigma acting as a bridge to the gap between supported mental health services and mainstream opportunities. Ultimately, the service at PRDC would be maintained and will continue to support provide the benefits of a safe and supportive resource for mental health problems. As part of redesign process, service users would be fully involved and consulted on proposed improvements e.g. feedback from consultation suggested a literature and drama group, more user led groups and drop in function which will be fully explored in the redesign process.

The facilities at PRDC are currently underutilised. The Centre has 92 registered service users however an active client group of 5-60. Average daily attendance is currently 24 compared with a capacity to support 50 attendees per day. This means there are high quality facilities and available space which more people could benefit from without reducing the service available to current clients. Through the co-location of services this approach would bring new resources into the Centre opening up further opportunities for existing and future clients. New services would be made available at the Centre by voluntary sector providers in addition to Council staff. This would be commissioned as part of the borough-wide recovery and wellbeing service model proposed for implementation during 2015.

2. Mental/Physical Health and Wellbeing:

Feedback from current service users about PRDC is positive with all those who participated in consultation reporting that they highly value the service and would not like to see it changed or closed down. They believe that previous efficiency savings and changes to the services they receive have been detrimental to their health and wellbeing. However if the decision is made to redesign the services delivered at PRDC all current service users will be reviewed with mental health professionals (care co-coordinators). Support plans and personal budgets will be reassessed in line with current needs. In the short term, changes to existing services will be managed carefully, however, service users and carers will be involved in the decision making process to determine suitable options for the future. This will ensure that their needs are

carefully considered and met in order to avoid the risk of relapsing backing into old mental health issues that they have worked to overcome.

Does the change reduce resources available to address inequality?

No, the changes aim to increase access to a range of opportunities with a reduced budget.

Does the change reduce resources available to support vulnerable residents?

No, the changes aim to increase access to a range of opportunities with a reduced budget.

Does the change involve direct Impact on front line services?

Services will change to provide a greater range of activities with a focus on wellbeing and recovery.

Does the change alter who is eligible for the service?

No

Does the change alter access to the service?

Yes, the review would aim to make services more accessible so this would be a positive impact.

Does the change affect who provides the service, i.e. outside organisations?

Yes, Re-commissioning services is likely to result in some change of provider although the Council in partnership with the CCG would remain the commissioner. As a consequence there will be no adverse impact.

Does the Change involve Local Suppliers being affected?

Yes, there will potentially be changes required to external contracts for day services.

Does the change affect the Third Sector?

Some of our day service contracts are with the third sector so they will be affected as outlined above.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact. If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) – Please add a narrative to justify your claims around impacts and, – Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making																						
Race	Neutral	<p>Current PRDC service data reveals the ethnic composition of services users to be representative of the borough:</p> <table border="1" data-bbox="866 576 1408 999"> <tbody> <tr> <td>African Caribbean</td> <td>16%</td> </tr> <tr> <td>African</td> <td>4%</td> </tr> <tr> <td>Albanian</td> <td>1%</td> </tr> <tr> <td>Bengali</td> <td>25%</td> </tr> <tr> <td>Greek Cypriot</td> <td>1%</td> </tr> <tr> <td>Irish</td> <td>2%</td> </tr> <tr> <td>Moroccan</td> <td>3%</td> </tr> <tr> <td>Saudi Arabian</td> <td>1%</td> </tr> <tr> <td>Somali</td> <td>3%</td> </tr> <tr> <td>White British</td> <td>42%</td> </tr> <tr> <td>Vietnamese</td> <td>1%</td> </tr> </tbody> </table> <p>The proposed changes to PRDC have been considered and it is not envisaged that they will have a negative impact on a particular race. The Centre will remain accessible to all ethnic groups.</p>	African Caribbean	16%	African	4%	Albanian	1%	Bengali	25%	Greek Cypriot	1%	Irish	2%	Moroccan	3%	Saudi Arabian	1%	Somali	3%	White British	42%	Vietnamese	1%
African Caribbean	16%																							
African	4%																							
Albanian	1%																							
Bengali	25%																							
Greek Cypriot	1%																							
Irish	2%																							
Moroccan	3%																							
Saudi Arabian	1%																							
Somali	3%																							
White British	42%																							
Vietnamese	1%																							

Disability	Positive	<p>If this proposal goes ahead and PRDC is redesigned it is likely that there will be a short period of disruption in service which will be felt by the 50-60 regular attendees currently attending PRDC as their old services and resources are replaced by new ones. This will be carefully managed. However, once the redesign of PRDC has taken place it is not envisaged that there will be any adverse impact.</p> <p>If proposals to redesign the service at PRDC are agreed, this would maintain current service provision for current users and establish a viable service for the future. The aim would be to re-position PRDC as a place to offer access to a wealth of opportunities not just within the Centre but also in the community. This would create innovative new partnerships to develop supported pathways which would enable current service users at PRDC to access community services with a safe and supportive approach. This would reduce barriers and tackle stigma, acting as a bridge to the gap between supported mental health services and mainstream opportunities. The pathways between each of these services will be better developed in collaboration with existing service users. Ultimately, the service at PRDC would be maintained and will continue to provide the benefits of a safe and supportive resource for mental health problems. As part of the redesign process, service users would be fully involved and consulted on proposed improvements e.g. feedback from consultation suggested a literature and drama group, more user led groups and drop in function which will be fully explored in the redesign process.</p>
Gender	Neutral	There is no impact to this group.
Gender Reassignment	Neutral	There is no impact to this group.
Sexual Orientation	Neutral	There is no impact to this group.
Religion or	Neutral	There is no impact to this group.

Belief		
Age	Neutral	There is no impact to this group.
Socio-economic	Neutral	There is no impact to this group.
Marriage and Civil Partnership	Neutral	There is no impact to this group.
Pregnancy and Maternity	Neutral	There is no impact to this group.

TITLE:	Review of adults using Tower Hamlets transport service						
DIR:	ESCW						
SERVICE:	Strategic Commissioning					REF: ESCW026	
TEAM:						LEAD OFFICER: Barbara Disney	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Review of all people who use Tower Hamlets transport service	1,982	169	0	0	169	De-commissioning, Reducing services	Yes
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>Over the last two years the council has rolled out a pilot programme of travel training for young people with a learning disability being provided with transport to college. This pilot was implemented for all service users attending Tower Hamlets College to maximise their independence. Of the service users attending the College, 50 of the 71 with transport provision did not need transport services. Importantly, these young people are enjoying the independence the travel training has given them.</p> <p>This proposal would review all people who use the Tower Hamlets transport service to access their day provision and assess them to see if they are suitable for travel training. There are currently 82 service users in day services using transport, and based on the experience in our pilot a large proportion of them will be able to travel independently with travel training. We will also be looking at new college intakes to assess suitability for independent travel. Following a reduction in the number of people being provided with transport, service provision would be rationalised with better use of the in-house provision and decreased external provision.</p> <p>Current transport provision will continue for those who are unable to travel independently.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
Experience during the first tranche of work with people with Learning Disabilities has indicated that it is parents who are most anxious rather than the service users themselves. Feedback from service users has been positive.							
A bus will cost the same whether there is one or five people travelling on it so careful planning of the routes will be needed to reduce the number of buses used, along with reducing the use of external transport providers.							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	The change would reduce expenditure on transport provision for adults with learning disabilities. However this would be achieved by enabling people to travel independently where appropriate, with continuing provision for those that need it.					
Does the change reduce resources available to support vulnerable residents?	No	As above					
Does the change involve direct Impact on front line services?	Yes	As above					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals **Full Equality Analysis**

Section 1: General Information

1a) Name of the savings proposal:

ESCW026: Review of adults using Tower Hamlets transport service

1b) Service area

Commissioning and Health, Education, Social Care and Wellbeing

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

This saving opportunity proposes to save money through decommissioning and reducing services. The savings target for this proposal is £169,000 for the 2015/16 financial year. This represents 9% of the total budget.

Over the last two years the Strategic Commissioning team has rolled out a pilot program of travel training for young people with a learning disability being provided with transport to college. This pilot was implemented for all service users attending Tower Hamlets College. In total 50 of the 71 service users on transport did not need transport services and have now gone through or are completing travel training in order to maximise their independence. This has yielded an efficiency saving of £68k per year. Most importantly, young people are enjoying the independence the travel training has given them. Current transport provision will continue for those who are unable to achieve independence after training.

Subsequently following this successful pilot, all people who use the Tower Hamlets transport service to access their day provision will be reviewed and assessed to see if they are suitable for travel training. This process has begun with adults under 65 with a learning disability who attend learning disability day services. There are 82 people on this list. It will extend out to adults with a physical disability and older people aged 65 or over using day service provision. It will include both Council-run day service provision and commissioned day service provision.

Following a reduction in the number of people being provided with transport following this programme, service provision would be rationalised with better use of the in-house provision and decreased external provision.

2b) What are the equality implications of your proposal?

This proposal will have a greater impact on adults with disability or frailty, as this is the group who are being targeted for travel training. As of January 2013, 17% of adult social care users in receipt of longer-term support had “learning disability” as their primary need (563 people). 67.5% had “physical disability, frailty or sensory impairment (2277 people), though it should be noted that only a proportion of these people use day service provision.

The demographic profile of adult social care users largely matches the profile of the borough. There are more people of a White British ethnic background and people of a Christian faith in the over 65 group. There are more people of a Bangladeshi ethnic background and people of a Muslim faith in the under 65 group.

Through a range of consultations and workshops, service users have expressed a greater desire for more independence and flexibility in arriving at services which travel training would allow for. This improves equality needs around access so all service users are assessed on their need and offered as appropriate access to an Independent Travel Trainer and Travel Training. Ultimately, the focus is to try to ensure that each service user receives a personalised approach when looking into their needs, with travel being one of these. A clear and user focused assessment which involves service users will enable Social Workers to capture their abilities, skills and aspirations in order to deliver a service package to support and develop service users, enhancing their choices, freedom and independence. The approach is not guided by assumptions and provides a clear process for all stakeholders so there is clarity to decision making throughout the process.

Through a range of the same consultations and workshops with service users, we also know that adults with a disability and their carers can have concerns about safety on public transport. For example, negative attitudes towards people with a disability was one of the top three themes identified through the feedback people with a disability gave in the Local Voices report¹. At a discussion at the “Have Your Say” learning disability group in September 2014, people explained that they can feel vulnerable to being exposed to theft and anti-social behavior on buses and trains. Travel training was suggested by service users as a way to help support people with this. Some parents and carers have raised concerns with the idea of the people they care for using public transport due to safety fears. Parents and carers are involved in assessments to ensure they have an understanding of the Travel Training process and to ensure training is offered to people who can benefit from it. Workshops have been held for parents and carers to raise understanding of Travel Training, and these can be offered again as necessary.

¹ “Local Voices: A Report for Tower Hamlets Council” (Real, April 2013)

Travel Training is not restricted in that it works with an individual until that person is ready to be independent. This can take from weeks to over a year. Some individuals will attain greater independence than others. Each is supported accordingly and travel options provided on individual's needs. For some service users the traditional transport of mini bus and taxi is the most appropriate mode of transport and this will be provided.

The travel training will promote choices and independence for all service users across all the adults' age groups. This is by enabling as appropriate, service users to access community resources and travel such as buses, tubes, DLR. Each service users is supported to learn route planning and accessing services in Tower Hamlets in a personalised one to one manner.

The travel trainers in the team also reflect the local community so are able to communicate and support the service users and parents and carers from the Bangladeshi community. This ensures that both service users and carers are involved and informed about the process.

The travel policy is a follow on from practice within children's services so provides a consistent approach from childhood to adulthood.

Adults with a disability qualify for a Freedom Pass and older people resident in London qualify for a 60+ London Oyster Photocard so people would not need to pay to use public transport following Travel Training.

Does the change reduce resources available to address inequality?

No

Does the change reduce resources available to support vulnerable residents?

Yes.

Does the change alter who is eligible for the service?

No

Does the change alter access to the service?

No

Does the change involve revenue raising?

No

Does the change involve a reduction or removal of income transfers to service users?

No

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact. If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact: Positive or Adverse	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	There is no impact to this group.
Disability	Positive / potentially adverse	<p><u>Positive:</u> The proposal is intended to have a positive impact on adults with a disability or frailty in terms of how independent people are. 70% of the 71 service users who took part in a travel training pilot were identified as not needing transport services.</p> <p><u>Adverse:</u> There is a risk that adults with a disability or frail older people using public transport will be more likely to experience anti-social behavior and discrimination on public transport. We know from service users and carers that people can have safety concerns when travelling on public transport. However, Travel Training increases people's confidence and skills to be able to cope with this. Carers will be supported by being fully involved in assessment decisions as to whether Travel Training is appropriate for an individual.</p> <p><u>Positive:</u> Higher visibility of adults with a disability on public transport should also promote community cohesion and discourage discrimination against people with disabilities.</p>
Gender	Neutral	There is no impact to this group.
Gender Reassignment	Neutral	There is no impact to this group.
Sexual Orientation	Neutral	There is no impact to this group.
Religion or Belief	Neutral	There is no impact to this group.
Age	Positive / Potentially adverse	<p><u>Positive:</u> The proposal is intended to have a positive impact on older people in terms of how independent people are. As previously noted, 70% of the 71 service users who took part in a travel training pilot were identified as not needing transport services.</p> <p><u>Adverse:</u> Older people within the three groups (adults with a learning disability, adults with a physical disability, older people) are more likely to have been using Council-funded transport services to day opportunities for a longer period of time. There is a risk that people may have more difficulty changing from existing transport arrangements to public transport if they have been using existing services for some time. This can be mitigated against as travel trainers can work with people for as long as they need.</p>
Socio-economic	Neutral	There is no impact to this group.
Marriage and Civil Partnership	Neutral	There is no impact to this group.
Pregnancy and Maternity	Neutral	There is no impact to this group.

Other	Positive	The proposal should have a positive impact on parents and carers of adults with a disability and older people. If people are able to travel independently, they are likely to be less dependent on unpaid carers to get travel support overall.
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**Section 4: Equality Impact Assessment
Action Plan**

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
Experiencing discrimination on public transport and being targeted for crime	
There is a risk that adults with a learning disability using public transport will be more likely to experience anti-social behavior and discrimination on public transport. We know from service users and carers that people can have safety concerns when travelling on public transport.	Travel Training works to increase people's confidence on public transport and enables people to be able to cope with safety risks. Service users have suggested Travel Training as a way of addressing safety concerns on public transport. Carers concerns will be discussed and addressed at a group level by offering information workshops. Carer concerns will be addressed on an individual level by involving carers in the assessment decision as to whether each individual will benefit from Travel Training.
Older people are more likely to have been using Council-funded transport services to day opportunities for a longer period of time. There is a risk that people may have more difficulty changing from existing transport arrangements to public transport if they have been using existing services for some time.	Travel Trainers will work with people for as long as they need to ensure that people feel confident about using new forms of transport.

TITLE:	Procurement savings- Supporting People						
DIR:	ESCW						
SERVICE:	Supporting People (Commissioning)					REF: ESCW028	
TEAM:						LEAD OFFICER: Carrie Kilpatrick	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Procurement savings	13,800	750	0	0	750	Commissioning Efficiencies	Yes
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>These savings will be made through the programme of tendering already underway. The tendering programme will reduce costs through a mixture of service reconfiguration, reduced costs and in a number of incidences decommissioning services. Members have already taken the relevant decisions in relation to the procurement process and contract awards.</p> <p>This programme is currently being implemented and we anticipate full year savings to be available from 2015-2016.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>These savings are projections from a programme of procurement activity that has already been completed. The relevant decisions in relation to the procurement and contract award have already been taken. Equality Impact analysis of the programme has also been completed.</p>							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	Yes	Some of the supporting people services are changing as a result of the procurement strategy. Equality impact analysis has already been undertaken as part of the procurement programme.					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	Yes	In so much as this is a competitive tendering exercise that requires Organisations to bid to provide services. However, this is an established procurement process.					
Does the Change involve Local Suppliers being affected ?	Yes	As above					
Does the change affect the Third Sector?	Yes	Any third sector suppliers of supporting people services will have been affected as outlined above.					
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

TITLE:	Remodel Strategic Support services						
DIR:	ESCW						
SERVICE:	SPP/Transformation/PMO					REF: ESCW030	
TEAM:						LEAD OFFICER: TBC	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Remodel Strategic Support services	1,753	370	0	0	370	Lean: Service Re-Design and Consolidation	Yes
FTE Reductions	47	4			4		
DETAILS OF SAVINGS OPPORTUNITY							
<p>This opportunity proposes a review of the teams within ESCW who currently carry out the following functions:</p> <ul style="list-style-type: none"> • Horizon scanning to identify relevant policy change • Strategic and business planning • Data collection and analysis • Quality assurance • User engagement • Governance, including safeguarding children board (safeguarding adults board is subject to a separate opportunity) • Programme design • Project management • Change management • Monitoring delivery <p>The aim will be to streamline teams, reduce management posts and create synergies to ensure that work can be done more efficiently.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>All three services play a key role in the delivery of a number of directorate and corporate priorities. A reduction in capacity too soon, may risk achievement of a number of key projects, including the implementation of the Care Bill, Children and Families Bill, the new ITF funding arrangements and the Directorate's savings programme as part of the MTFP. As these programmes are currently underway or being initiated, there is a risk that progress will be undermined by destabilising these services. This will need to be carefully managed.</p> <p>There is potential to consider an approach like this corporately, consolidating a range of strategic support functions across the Council, not solely in the ESW Directorate. This was explored through the last SPP review and although there are risks involved, there is the potential for some significant savings which might have lesser risks than those impacting more directly on frontline services.</p> <p>This opportunity would affect approximately 4 staff in the current SPP, PMO and Transformation teams.</p>							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	There is a proposed reduction in staffing of 4 FTE. A full impact assessment will be required as proposals are developed, particularly in the context of additional staffing reductions across the Council.					
Does the change involve a redesign of the roles of staff?	Yes	Staff will need to work more flexibly over a wider portfolio. This is unlikely to change working patterns and result in negative equalities impact.					

TITLE:	Change project funding model						
DIR:	ESCW						
SERVICE:	SPP/Transformation/PMO				REF: ESCW032		
TEAM:					LEAD OFFICER: TBC		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Change project funding model	1,753	120	0	0	120	Income Optimisation	No
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>This opportunity involves changing the funding model for our PMO so that the general fund is only used for a programme manager, with project managers/ project support officers funded from other sources related to the projects being delivered. This would require all projects to be properly costed including project management costs. It would introduce additional risk and uncertainty to the funding for the PMO functions but ensure that project costs are more rigorously identified, and potentially lead to better use of specific funding streams such as Integration Transformation Fund.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>This proposal would introduce greater uncertainty into the funding for PMO related work. As the deployment of programme and programme management resources will be dependent on funding being available our resource may become less flexible.</p> <p>There is a risk that funding streams are not made available to fund project work, but that we will need to continue to deliver it. In this event it will not be possible to deliver this savings opportunity.</p> <p>The PMO has already been subject of restructuring to deliver savings, with the former CSF directorate PMO being reduced to a skeleton team in 2010. The experience has been that the requirement for delivery of significant projects has continued which has resulted in 'growing back' the PMO since the creation of the new ESW directorate. It is our strong view that there is likely to remain a permanent need for a PMO function in the directorate.</p>							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No	Although it does introduce more risk as to whether current level of posts can be sustained.					
Does the change involve a redesign of the roles of staff?	No						

TITLE:	Directorate administration review						
DIR:	ESCW						
SERVICE:	Directorate Services				REF: ESCW034		
TEAM:					LEAD OFFICER: Robert McCulloch-Graham		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Directorate administration review	223,724	500	0	0	500	Lean: Service Re-Design and Consolidation	Yes
FTE Reductions	177	16			16		
DETAILS OF SAVINGS OPPORTUNITY							
<p>Administrative support provides an important function supporting the range of ESCW services. A recent analysis exercise identified £8m of administrative activity across the directorate, £4m of which related to 177 specific administrative roles. This support is currently provided across the range of teams across the directorate and there is scope to consolidate and streamline, maintaining effective support whilst realising efficiencies. The directorate is currently reshaping administrative support to saving approximately £100k as part of our existing programme. This proposal is for additional savings following this review to be achieved through further streamlining of functions.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>There will need to be a more detailed review to establish how these savings are to be delivered. Admin support is provided across a range of services including many statutory functions and the review will need to ensure that service provision is maintained to deliver statutory and other priority outcomes.</p> <p>Approximately £100k savings in the current programme are being delivered through a review of admin functions. Savings opportunity ESCW 001 also envisages an additional 2.5 specific admin posts being deleted in Adults Social Care. The total impact of these proposals is therefore in the region of 37 posts, 21% of the total, over three years. This will be achieved through vacancy deletion and voluntary severance/ early retirement.</p>							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	A full review will be carried out to ascertain the level of staffing reduction that will take place. It is estimated that this will be in the region of 32 FTE over 2 years. An EIA will be required to assess the impact of this change and put in place appropriate mitigation.					
Does the change involve a redesign of the roles of staff?	Yes	This will be addressed as part of the review and associated EIA.					

TITLE:	Joint use of Careers Centre						
DIR:	ESCW						
SERVICE:	Learning and Achievement – Careers Service				REF: ESCW036		
TEAM:							LEAD OFFICER: Steve Grocott
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Joint use of Careers Centre	762	133			133	Lean: Service Re-Design and Consolidation	Yes
FTE Reductions	26	2			2		
DETAILS OF SAVINGS OPPORTUNITY							
<p>This proposal would review using the current Careers Centre as a Careers and Employment Hub through bringing in current delivery from across the Careers Service, Transition Mentors and Skills Match Teams. This will create savings on premises related costs. There may also be an opportunity for other teams to utilise space to run activities bringing further savings.</p> <p>The Centre is well situated for transport and already attracts over 4,000 young people a year who know it as the place to come for Careers and jobs advice. Bringing in work with parents could fit well with a family support model reducing unemployment in the community. Allowing facilities for businesses to recruit from gives an added attraction of more apprenticeships and other vacancies being available from the Centre. Overall, these changes will foster a more integrated employment service that complements the approach outlined in the Tower Hamlets Fairness Commission to work towards employment services that work better for local people and businesses.</p> <p>There may be potential cost savings in terms of advisers being able to carry out information and advice, mentoring placing and tracking work across the range of clients currently dealt with by the Careers service, Transition mentors, Newstart and Skillsmatch teams.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>The saving outlined would look to bring together services which currently deal with reducing Youth and adult unemployment. Whilst there would be a reduction in the number of staff working on NEET reduction for young people (a Mayoral priority) the aim would be to minimise the impact by better aligning services. The services identified in this proposal are currently located in Bow Road, Canary Wharf and Kit Kat Terrace and any premises related savings would depend on the existing commitments in relation to these premises. This opportunity includes £57k of premises related savings which is based on sharing the cost of Bow Road, a premises held on a lease which expires in 2016, but which is already well known to young people as a centre for careers advice.</p> <p>The Local Authority has a statutory duty under the Education and Skills Act 2011 to encourage, enable and assist the participation of young people in education and training. Under this local authorities are required to assist the most vulnerable young people and those at risk of disengaging with education or work. In addition there is a duty under the Raising the Participation Age legislation 'to promote the effective participation in education and training of young people covered by the duty to participate 'and to have arrangements in place to identify those who are not participating '.</p> <p>Local authorities are also expected to have arrangements in place to ensure that 16 and 17 year olds have 'agreed post 16 plans and have received a suitable offer of education or training, under the September Guarantee.</p> <p>The cost saving outlined would have implications for services in other directorates with Transition Mentors and Newstart in CLC and Skills Match as part of Economic Development.</p> <p>The introduction of a central tracking team may release staff time to alleviate the reduction in staff time for face to face front line support.</p> <p>The opportunity requires us to look at NEET reduction the reduction of unemployment how we engage with employers, training providers and education providers in the round</p>							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	Savings will be achieved by better joining up services, which should also improve accessibility.					
Does the change reduce resources available to support vulnerable	No	See above					
Does the change involve direct Impact on front line services?	Yes	Services will be improved by better joining up support for careers and employment advice.					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	Yes	Streamlining services into one location should improve access.					
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						

Does the change affect who provides the service, i.e. outside organisations?	No	
Does the Change involve Local Suppliers being affected?	No	
Does the change affect the Third Sector?	No	
Does the change affect Assets?	Yes	Joining up services in shared premises will reduce the use of leased assets.
CHANGES TO STAFFING		
Does the change involve a reduction in staff?	Yes	There may be a small reduction in staffing numbers as a result of integrating service provision. The impact on this will need to be assessed in the context of other staffing changes being made across the Council.
Does the change involve a redesign of the roles of staff?	Yes	There may be changes to working practices as a result of integration of service delivery but this is unlikely to have adverse impact.

Budget Savings Proposals
Full Equality Analysis

Section 1: General Information

1a) Name of the savings proposal: 036 Joint Use of Careers Centre

1b) Service area: Learning and Achievement, Education, Social Care and Wellbeing

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

This budget savings proposal reviews using the current Careers Centre as a Careers and Employment Hub. This proposal suggests bringing in current delivery from across the Careers Service, Transition Mentors and Skills Match Teams. Overall this will create a more integrated employment service that works better for local people and businesses.

The proposal is to utilise the Current Careers Centre as a Careers and Employment Hub bringing in current delivery from across the Careers Service, Transition Mentors and Skills Match Teams. This will allow for savings on premises related costs by splitting these across the teams. There may also be an opportunity for the Parental Support team to utilise space to run activities and bringing further savings.

The Centre is well situated for transport and already attracts over 4,000 young people a year who know it as the place to come for Careers and jobs advice. Bringing in work with parents could fit well within a family support model reducing unemployment in the community. Allowing facilities for businesses to recruit from gives an added attraction of more live apprenticeships and

other vacancies being available from the Centre.

There may be potential cost savings in terms of staff savings and premises savings where advisers carry out information and advice, mentoring placing and tracking work across the range of clients currently dealt with by the Careers service, Transition mentor, Newstart and Skillsmatch teams. The staff savings could be achieved by working in an integrated way across teams, and premises savings could be achieved by running services from a range of teams from the Careers Centre.

The Careers Service meets the local authority's statutory duties around Not in Education, Employment or Training (NEET) prevention, NEET reduction the raising of the participation age.

Careers Guidance raises the aspirations of young people, helping individuals to make informed realistic decisions, matching their own skills, abilities and aspirations to the opportunities available and broadening their horizons. The service aims to ensure that young people become well-rounded adults, who are committed to learning and development and contribute to economic prosperity. It is an essential element of forward planning enabling businesses to succeed by having highly motivated trained staff. It also enables young people to succeed in securing sustainable jobs in growth sectors - benefitting the individual the economy and the community.

There is also opportunity to draw in additional income by securing ESF contracts, contracts with LDA, LOCOG or via the 5 borough partnership to run NEET reduction or Careers related contracts. We have previously managed to secure contracts to a value of £150k per annum but continued success will depend on the availability and nature of contracts that are let in the future.

2b) What are the equality implications of your proposal?

Under the proposal, there is a potential for a reduction in staff from the Careers service engaged in NEET reduction (reducing the number of young people not in education employment or training) affecting the level of individual Careers information, advice, mentoring, and submission and placing help available to young people. The implications of a staffing reduction may mean be that service users from the most hard to engage groups, or those with greater vulnerabilities, complex needs or multiple barriers to employment would be adversely affected and find it more difficult to access services and support.

The website consultation feedback about this proposal raised issues about a) the accessibility of the Hub's location and b) the Hub's proposed variety of services are offered independently as being able to integrate with other services.

This feedback has been considered, and staff will still work peripatetically in schools, the College and community venues across the borough to ensure local access .

Additionally by offering an integrated service from the HUB provides the opportunity for clients to benefit from a seamless Careers Guidance ,employability support (cv support ,interview preparation etc.) and job placing service as well as a focus for employers to source potential recruits .

The proposal will lead to less staff from the careers service supporting young people to move forward into education employment and training. The possible adverse impact is that without this support more young people will become NEET. The proposal looks to minimise the effects of this by better aligning other services which have some impact on NEET reduction (Transition Mentors and Skills match) to offer services from the same centre, with additional potential benefits that older clients can benefit from Careers Service expertise with greater alignment of services. If discussion across the services led to pooling of budgets a greater integration would also be possible.

To prevent any adverse impact the following actions will be put in place:

- Having members of the transition mentor team based at the centre who focus on NEET reduction to assist in keeping the Centre open for the same time as currently.
- The service will put in funding bids (e.g. European Social Fund) to run NEET reduction and NEET prevention contracts which would draw in funding so staff could be replaced using this funding.
- Utilising some of the space in the Careers Centre for the Parental Engagement team to run their services from would give the potential to align services (services for parents of NEET and NEET) and draw in some funding to alleviate accommodation costs.
- Adjustment of focus so that advisers carry out more tracking thereby reducing adverse impact, by focusing on carrying out more work – placements matching and mentoring work to achieve the end result of moving young people to education employment and training.

Section 3: Equality Impact Assessment

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> Please add a narrative to justify your claims around impacts and, Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	<p>The Careers Service has been very successful in reducing NEET .The London Borough of Tower Hamlets has consistently hit its targets for reducing 16-18 year old NEETs. The latest figures for the ‘Department of Education standard measure’ for the period November 2013 to January 2014 shows a substantial reduction in NEETS at 4.56% - the lowest figure ever for Tower Hamlets, and down from 12.6% in 2005 . At the same time, the annual ‘Year 11 destinations survey’ of young people educated in Tower Hamlets shows an increase of young people moving into learning post -16 from 79.4% to 95.4%.</p> <p>Whilst most recent (March 2014) figures for young people who are not in education, employment or training (NEET) are relatively low at 4.8% (348), ethnicity breakdown figures suggest that half of the 348 individuals identified as NEET are Asian (177). There are lower numbers of Black (24, or 6.9%) Mixed (13 or 3.7%) and Other (5 or 1.4%) young people who are in the NEET category.</p> <p>When we look at this in more detail however we see that whilst White British young people form less than 14% of the cohort they form over 31% of the NEET.</p> <p>Recent data suggests that there are lower numbers of Pakistani and Bangladeshi people in employment at 32%, and that this is lower for women in this group at 20.9%.</p>

		<p>This suggests that this group of service users may benefit from additional support from the Careers Service in developing their qualifications and skills for the workplace. This could also include language support, advice on childcare, and training and development opportunities.</p> <table border="1"> <thead> <tr> <th colspan="4">Table 3: Employment rate by selected ethnic group and gender March 2013 in Tower Hamlets (%)</th> </tr> <tr> <th></th> <th>Total</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>Total Employment rate 16 – 64</td> <td>61.9</td> <td>70.9</td> <td>52.1</td> </tr> <tr> <td>White</td> <td>80.2</td> <td>80.5</td> <td>79.7</td> </tr> <tr> <td>Ethnic minority</td> <td>47.7</td> <td>62.3</td> <td>34.1</td> </tr> <tr> <td>Pakistani / Bangladeshi</td> <td>32.1</td> <td>63</td> <td>20.9</td> </tr> </tbody> </table>	Table 3: Employment rate by selected ethnic group and gender March 2013 in Tower Hamlets (%)					Total	Male	Female	Total Employment rate 16 – 64	61.9	70.9	52.1	White	80.2	80.5	79.7	Ethnic minority	47.7	62.3	34.1	Pakistani / Bangladeshi	32.1	63	20.9
Table 3: Employment rate by selected ethnic group and gender March 2013 in Tower Hamlets (%)																										
	Total	Male	Female																							
Total Employment rate 16 – 64	61.9	70.9	52.1																							
White	80.2	80.5	79.7																							
Ethnic minority	47.7	62.3	34.1																							
Pakistani / Bangladeshi	32.1	63	20.9																							
Disability	Neutral	<p>Data shows that the employment rate for disabled residents is lower than for the general population (43% compared to 66% in 2013, an increase from 30% in 2012). A resident with a disability may need more tailored advice according to the level of need, and may therefore be disproportionately affected by a reduction in services or advisers. The service will therefore need to focus on this group to make sure that it provides a full, accessible service for young people with a range of needs.</p>																								
Gender	Neutral	<p>The 2011 Census indicated that 64.5% of working-age males were in employment, compared to 57.3 of females. This suggests that there is not a discernible impact for either gender, although women may require careers advice following maternity leave or career breaks.</p>																								
Gender Reassignment	Neutral	<p>There is no discernible impact on the reduction of services for this group, although it may be that any reorganisation of staff takes into account the training of staff in to working with minority groups and the specific barriers they can face in to entering the</p>																								

		workplace.																									
Sexual Orientation	Neutral	No identified adverse impact																									
Religion or Belief	Neutral	No identified adverse impact																									
Age	Neutral	<p>The table below shows employment rates for people post 16 within the borough from the 2011 census. This suggests that the group who would be most in need of careers and employment support are those in the 50 plus bracket. There may be issues in developing appropriate services for this group of people in conjunction with the current service for younger people, considering the different employment and advice needs of these groups, and their engagement with services.</p> <table border="1" data-bbox="958 699 2011 965"> <thead> <tr> <th colspan="5">Table 2: Employment rate 16 plus population by gender and age in Tower Hamlets (%)</th> </tr> <tr> <th>Ethnic Group</th> <th>16 plus</th> <th>16 to 24</th> <th>25 to 49</th> <th>50 plus</th> </tr> </thead> <tbody> <tr> <td>Total</td> <td>59.40%</td> <td>43.60%</td> <td>73.20%</td> <td>33.60%</td> </tr> <tr> <td>Male</td> <td>66.70%</td> <td>44.40%</td> <td>81.50%</td> <td>40.40%</td> </tr> <tr> <td>Female</td> <td>51.70%</td> <td>42.90%</td> <td>63.70%</td> <td>27.00%</td> </tr> </tbody> </table> <p>It is not expected that the current proposal will adversely impact on specific age groups, as the local authority will continue to fulfil its statutory duty to support young people in their participation in education, employment or training under the savings proposal.</p>	Table 2: Employment rate 16 plus population by gender and age in Tower Hamlets (%)					Ethnic Group	16 plus	16 to 24	25 to 49	50 plus	Total	59.40%	43.60%	73.20%	33.60%	Male	66.70%	44.40%	81.50%	40.40%	Female	51.70%	42.90%	63.70%	27.00%
Table 2: Employment rate 16 plus population by gender and age in Tower Hamlets (%)																											
Ethnic Group	16 plus	16 to 24	25 to 49	50 plus																							
Total	59.40%	43.60%	73.20%	33.60%																							
Male	66.70%	44.40%	81.50%	40.40%																							
Female	51.70%	42.90%	63.70%	27.00%																							
Socio-economic	Positive	<p>The proposal seeks to help support the skills required for employment and thereby increase employment rates which will have a positive socio-economic impact. The borough has high levels of child poverty, worklessness, deprivation and overcrowding.</p> <p>A strong strategic focus is on raising the aspirations and opportunities for local</p>																									

		residents, and the careers service is an integral part of this. Any reductions for the services offered should take consideration of residents who have complex needs, and who are farthest away from the workplace, in terms of ensuring that the service has the capacity to meet the needs of groups who need intensive and targeted support.
Marriage and Civil Partnerships.	Neutral	No identified adverse impact
Pregnancy and Maternity	Neutral	No identified adverse impact
Other		

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored. See above action plan.

TITLE:	Income generation and efficiencies in Early Years service						
DIR:	ESCW						
SERVICE:	Learning and Achievement, Birth to 11 Primary School					REF: ESCW041	
TEAM:						LEAD OFFICER: Monica Forty	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Seek to fund Early Years Service G11 through DSG	1,174	148	0	0	148	Better Budget Management	Yes
FTE Reductions	12.7	0			0		
DETAILS OF SAVINGS OPPORTUNITY							
<p>Provision of early years services is largely through private and voluntary providers funded by the Dedicated Schools Grant (DSG). The Early Years team co-ordinates this provision, and supports development of the sector by providing training. This proposal would review reducing expenditure and increasing revenue by increasing fees for training courses and reducing some of our small grants to private and voluntary sector providers, whilst maintaining the core services of the team such that the offer it makes to the early years sector is not significantly affected. This proposal would not affect the provision of free support and advice services for child minders.</p> <p>Expenditure would be decreased over each of the three years and revenue would be increased each year as well.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>The proposal assumes that funding for the delivery (administration, project workers) of the Early Learning for two year olds will continue to be available through the Dedicated Schools Grant.</p> <p>Fees for training courses – the proposal assumes that childcare providers will continue to use the service we provide as costs increase.</p>							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	Yes	This opportunity would result in raising revenue from private and voluntary sector childcare providers through charging for training.					
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	Yes	Local childcare providers will be asked to pay an increased contribution to training costs.					
Does the change affect the Third Sector?	Yes	Any third sector suppliers of childcare will be affected as above.					
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals Full Equality Analysis

Section 1: General Information

1a) Name of the savings proposal: ESCW041 Income generation and efficiencies in Early Years' Service

1b) Service area: Learning and Achievement, Education, Social Care and Wellbeing

2a) In brief please explain the savings proposals and the reasons for this change

The provision of Early Years' Services is largely achieved through private and voluntary providers. The Early Years' team co-ordinates this provision, and supports the development of the sector by providing training. This proposal reviews reducing expenditure and increasing revenue by introducing a new charging structure for workforce development, and advisory services for schools and private, voluntary and independent (PVI) providers, whilst maintaining a high quality offer to the Early Years sector.

The income generation and efficiencies proposal seeks to increase fees for training courses and reduce the development grant to PVI providers, whilst maintaining the core services of the team; in such that the offer it makes to the Early Years' sector is not significantly affected.

The savings from this proposal for 2015/16 amount to £148,000 representing 13% of the total budget.

This proposal would not affect the provision of free support and advice services for child minders. The aim of the proposal is to decrease expenditure, and increase revenue over each of the three years.

2b) What are the equality implications of your proposal?

There will be no direct impact on families.

The proposed charging structure is an extension to the current charging policy. Courses are already charged for. The Service seeks to charge at a reasonable price which currently stands at £35 a day for PVIs. The rate is set by researching into the market rate to ensure that it is competitively priced. .

There is a small possibility that PVI providers may decide to seek training elsewhere if it is cheaper and consequently the revenue estimates may not be met. To mitigate this, services will be promoted by emphasising the quality of provision, the uptake will be closely monitored, and the pricing structure reviewed.

The proposed reduction in the development grant is unlikely to have a significant impact. The function of this grant is to support groups to purchase items or improve their settings in cases where the lack of these is holding back quality improvements. In practice, the grant has been used for general funding support.

Voluntary playgroups already receive support funding through Mainstream Grants. The number of two- year old places being funded is being increased, bringing more funding into the sector. All early education providers will receive the pupil premium from next year.

The feedback from the website public consultation states that the users of the service might be impacted on in that the 'increased cost might be prohibitive and users might decrease leading to no additional revenue benefit'. If the prices rise, then there is a possibility that PVI providers may seek to find other training providers that are cheaper, and the consequence of that is not meeting the revenue estimates.

Section 3: Equality Impact Assessment

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> Please add a narrative to justify your claims around impacts and, Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	There will be no adverse impact to this group.
Disability	Neutral	The Inclusion support provided to settings will not be affected by these changes.
Gender	Neutral	There will be no adverse impact to this group.
Gender Reassignment	Neutral	There will be no adverse impact to this group.
Sexual Orientation	Neutral	There will be no adverse impact to this group.
Religion or Belief	Neutral	There will be no adverse impact to this group.
Age	Neutral	There will be no adverse impact to this group.
Socio-economic	Neutral	There will be no adverse impact to this group.

Marriage and Civil Partnerships.	Neutral	There will be no adverse impact to this group.
Pregnancy and Maternity	Neutral	There will be no adverse impact to this group.
Other	Neutral	There will be no adverse impact to this group.

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
No adverse impact identified	

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.

The pricing policy will be reviewed termly.

TITLE:	Reconfigure Children's Centre Service					
DIR:	ESCW					
SERVICE:	Learning and Achievement, Birth to 11 Primary School			REF: ESCW044		
TEAM:	LEAD OFFICER: Monica Forty					
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000		Total Saving	THEMES:	Is an EA Req?
Reconfigure Children's Centre Service	9,071	1,000	transfer from public health grant	1,000	Delivering Differently	No
FTE Reductions	189	0		0		
DETAILS OF SAVINGS OPPORTUNITY						
This proposal aims to shift the emphasis of Children's Centres provision to improving public health outcomes, supported by the Public Health grant. Children's Centres are an important component of our strategy to improve health outcomes and this proposal builds on the successful work that is already delivered from our centres, to accelerate improvement in addressing health inequalities. This will impact on a range of public health outcomes including for example child development, diet and childhood obesity. The level of expenditure in our children's centres will not be affected by this proposal, but 11% of their funding will be redirected to the public health grant to increase the focus on health outcomes whilst continuing to deliver other priorities.						
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT						
EQUALITIES SCREENING						
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups				
Does the change reduce resources available to address inequality?	No					
Does the change reduce resources available to support vulnerable residents?	No					
Does the change involve direct Impact on front line services?	No					
CHANGES TO A SERVICE						
Does the change alter who is eligible for the service?	No					
Does the change alter access to the service?	No					
Does the change involve revenue raising?	No					
Does the change involve a reduction or removal of income transfers to service users?	No					
Does the change affect who provides the service, i.e. outside organisations?	No					
Does the Change involve Local Suppliers being affected ?	No					
Does the change affect the Third Sector?	No					
Does the change affect Assets?	No					
CHANGES TO STAFFING						
Does the change involve a reduction in staff?	No					
Does the change involve a redesign of the roles of staff?	No					

TITLE:	Surplus learning and development budget						
DIR:	ESCW						
SERVICE:	HR (ESCW)				REF: ESCW046		
TEAM:							LEAD OFFICER: Mark Keeble
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Surplus learning and development budget	562	200	0	0	200	Better Budget Management	No
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
This budget is the former Directorate of AHWB provision for learning and development. In the last 3 financial years there have been significant underspends whilst no training request has been refused due a to lack of funding. It is proposed to use the surplus budget as a savings opportunity.							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
This budget funds the training programmes and development activities for adult social care staff, including statutory training for mental health social workers. The remaining budget will be sufficient to still meet these needs.							

TITLE:	Integration of first response and local health services.						
DIR:	ESCW						
SERVICE:	First Response				REF: ESCW052		
TEAM:					LEAD OFFICER: Bozena Allen		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
First Response	2,572	250			250	Delivering Differently	Yes
FTE Reductions					0		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The integration agenda between social care and NHS services, funded through the Better Care Fund, presents an opportunity to better join up services at local level. The First Response team is able to deliver savings to the NHS through facilitating timely discharge from hospital, and there is an opportunity to bid for Better Care Fund resources in recognition of this. As part of this bid there will be a move to 7 day working in order to secure savings over and above the Better Care Fund investment requirements, increasing the availability of services to residents.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>The use of Better Care Fund will need to be negotiated with the Clinical Commissioning Group. We have evidenced that savings the NHS over and above the investment required can be delivered, and therefore are confident that this will be secured.</p>							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	Through securing Better Care Fund investment, the service will be increased whilst delivering a saving to the Council's budget.					
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	Yes	The availability of the service will be increased through a move to 7 day working.					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	Yes	There will be a move to 7 day working which will require a change in terms and conditions.					

TITLE:	Consolidation of Learning Disability Service						
DIR:	ESCW						
SERVICE:	Learning disability				REF: ESCW054		
TEAM:							LEAD OFFICER: Sandra Howard
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Efficiency Review of Learning Disability Service	2,262	225			225	Delivering Differently	Yes
FTE Reductions					0		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The Community Learning Disability Service is integrated with community health services and jointly funded by the Barts NHS Trust and the council.</p> <p>This proposal will focus on achieving better value for money through a review of care packages. Potential savings may also be made to the council through increased support from health workers in the NHS. It is assumed that the reduction in expenditure can be achieved whilst maintaining appropriate support to meet the needs of eligible service users. This proposal will not alter who is eligible for the services, however there will be regular reviewing of service users' needs to ensure the provision is in line with the eligibility criteria.</p> <p>It is likely that the savings will be achieved whilst benefiting service users through the review of expensive residential and community care packages, helping people to be more independent and, where appropriate, moving to be closer to family and friends.</p> <p>As part of the council's continued drive to promote independence and support service users the council will ensure that the needs of service users are met where appropriate, and that the most vulnerable adults are provided with a seamless experience in accessing specialist or targeted support.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
Reviews of care packages will need to be robust with effective oversight to ensure that service users' needs continue to be met whilst meeting the aim of maximising independence.							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	The financial envelope, but not the services that develop the required outcomes, in themselves					
Does the change reduce resources available to support vulnerable residents?	No	The financial envelope, but not the services that develop the required outcomes, in themselves					
Does the change involve direct Impact on front line services?	Yes	Better outcomes for some existing service users and some will require a change without a change in outcomes. Guidance and availability of options will change for SEN and LD Service Users coming from Children's Services.					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	Yes	Some services users will have their personal budgets revised in line with the new providers terms and costs					
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	Yes	Changes in process and performance management processes will be required. This will be supported with training to provide a better service.					

Budget Savings Proposals Full Equality Analysis

Section 1: General Information

1a) Name of the savings proposal – ESCW054 Consolidation of learning disability service

1b) Service area – Adults Social Care, Education, Social Care and Wellbeing

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

The Community Learning Disabilities Service is an integrated service with community health jointly funded by Barts NHS Trust and the Council. This proposal will focus on achieving better value for money through reviewing individual care packages and by increased support from health workers in the NHS. It is assumed that the reduction in expenditure can be achieved whilst maintaining appropriate support to meet the needs of eligible service users.

This proposal will not alter who is eligible for the services; however there will be regular review of all service users' needs to ensure the provision is in line with the eligibility criteria. This process will ensure that each service user will receive the appropriate level of support, with the aim of maximising their independence and promoting healthy living. It is likely that the savings target of £225,000 will be achieved through this process during 2015/16. This represents 10% of the overall budget.

This proposal will promote independence of service users and, where appropriate, moving them to be closer to their family and friends. It will also ensure carers are supported as required by the Care Act 2014.

This proposal will also provide further opportunity to support service users to manage their own personal budget as much as they wish, so that they are in control of what, how and when support is delivered to match their needs.

2b) What are the equality implications of your proposal?

All savings proposals have been screened for equalities relevance using the test of relevance questionnaire attached (Appendix A).

Please go back to each of the test of relevance questions and using evidence please provide a more detailed analysis of

the equality impact of your proposal.

This proposal will involve reviewing care packages of people with learning disabilities. Currently there are 805 adults accessing the Learning Disabilities Service. The service users likely to be selected for review are those with care packages costing from £100,000 per year.

It is expected that this will affect mostly adults with Learning Disabilities in residential care (who will live out-of-borough as the Council does not have any Learning Disabilities residential care homes in Tower Hamlets) but will also include people living in the community. This work already takes place in the borough and when Social Workers carry out reviews; they will be looking at people's needs, whether this is reflected in the support package and whether the provider offers value for money.

If the provider does not offer value for money, the Council will negotiate with the provider to change the fee or consider a different provider that will continue to meet the needs of the vulnerable adult. The Council's Access to Resources Team will be involved in this process to find the best solution for the service user and manage any potential transition without disruption to their support arrangements. People will only be moved to a different provider in agreement with the affected person(s) and if they lack capacity, a decision would be made in their best interest.

The Council will ensure that the needs of service users will continue to be met based on the FACS eligibility criteria. If service users are receiving care that they are no longer eligible for, their support packages will be adapted. However, there will be reviews of service users' needs to ensure the provision is in line with the eligibility criteria.

The Independent Living Fund (ILF) will continue to deliver financial support to existing disabled recipients in Tower Hamlets so they can continue to choose to live in their communities rather than in residential care. This funding is permanently closed to new applications and from 1 July 2015, the funding and responsibility of ILF care and support needs to existing service users will transfer to local authorities in England. ILF funds will be transferred to Local Authorities on 30 June 2015 as a section 31 into the Corporate pot and is expected to be ring fenced for existing ILF recipients. It is anticipated that in Tower Hamlets the ILF criteria will be aligned with the FACS eligibility criteria. The Council has already begun reviewing ILF recipients in Tower Hamlets and it is understood that there are 27 recipients of whom 17 are also receiving services from the Council's Learning Disabilities Service. There are 2 clients that are 'not known' to the Council. This is expected as the ILF is an independent fund. ILF recipients will be assessed and payments will be made to support their care and support needs accordingly. LBTH will review all ILF packages as part of an overall review, initially focus will be on collecting ILF recipient's bank account details so payments can be continued without incurring any unnecessary delays from 1 July 2015.

The Council will further continue to promote where possible independent living with the Supporting People Team leading work on developing appropriate accommodation for people with Learning Disabilities.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	Tower Hamlets has the largest Bangladeshi population in both London and England at 30%. Currently there is proportionally a small over-representation of the Bengali community using the Learning Disability Service at 39% against demographic estimates. It is not anticipated that this proposal will impact on this group.

		Through this proposal, service users from all communities will continue to receive care and support that will meet their needs. Services that will be reviewed will help users to be more independent and, where appropriate, moved to be living closer with family and friends. It is therefore anticipated that this proposal will help service users maintain contact with their communities of choice, where previously this may have been more difficult.
Disability	Neutral	The proposal will focus on effective reviews of service users with a learning disability and determining whether their needs can be met with a reduced support package. All service users in this area will continue to receive services based on FACS eligibility criteria. Through the review of care packages existing recipients of ILF care will be reviewed to ensure that their needs are met. Although we will need to think what other preventative support is provided for service users if they do not meet FACS eligibility. Therefore it is not expected that any individual with a disability would be adversely impacted by the proposal.
Gender	Neutral	There is higher proportion of male service users (57%), but it is not expected that they would be affected by the proposal.
Gender Reassignment	Neutral	There are currently no service users who have been identified as having gender reassignment.
Sexual Orientation	Neutral	Service user data does not record the sexuality of the majority of service users, but it will not have an adverse impact on users of any sexual orientation as needs of service will continue to be met based on the FACS eligibility criteria.
Religion or Belief	Neutral	Data on the religion and belief of service users with a learning disability is incomplete, but it is not anticipated that this proposal will have an adverse impact on different communities of faith.

		The proposal will review users' needs against the FACS eligibility criteria and where appropriate, move them closer to their family, friends and communities. Therefore enable them to have easier access to established sources of informal support than they would have had if for example, they moved to out of borough residential care.
Age	Neutral	Over half of service users with Learning Disability are aged 16-34. These are usually young people with complex needs. The prevalence of people with learning disabilities is also growing moderately due to improving health and life expectancy, which means higher likelihood of older people with learning disabilities in the future. This proposal will not affect service users' eligibility for services. Therefore it is not anticipated that this proposal will have an adverse impact on any particular age group of service users.
Marriage and Civil Partnerships	Neutral	This information is not currently recorded but it is not expected that this proposal will have an adverse impact on users of any marital status as needs of service will continue to be met based on the FACS eligibility criteria.
Pregnancy and Maternity		Not applicable
Other		Not applicable

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group(s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse impact	<p>Please describe the actions that will be taken to mitigate this impact <i>(All the actions below will be included within the overall action plan for the closure of in-house homecare service).</i></p> <p><i>If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.</i></p>
Not applicable	

<p>Section 5: Future Review and Monitoring</p>
<p>Please explain how and when the actual equality impact of these changes will be reviewed and monitored. See above action plan.</p> <p>As part of the monitoring of Learning Disability Services including commissioned services, service user profile information should continue to be collected and analysed to ensure there is no adverse impact on vulnerable adults receiving Learning Disability Care packages.</p> <p>It is recommended that management teams monitor the number of care packages that are reviewed to ensure service users' needs are in line with the eligibility criteria.</p> <p>Tower Hamlets will continue to be involved with the ILF transfer programme to feed into ongoing discussions with other Local Authorities.</p> <p>It is also recommended that consultation is undertaken with Learning Disability service users 2-3 months after a care package review was carried out to collect feedback and review levels of satisfaction with the process.</p>

TITLE:	Better targeting and integration of reablement services						
DIR:	ESCW						
SERVICE:	Reablement					REF: ESCW055	
TEAM:						LEAD OFFICER: Bozena Allen	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Better targeting and integration of reablement services	2,150	200			200	Delivering Differently	Yes
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>The integration agenda between social care and NHS services, funded through the Better Care Fund, presents an opportunity to better join up services at local level. This opportunity is to review our current reablement service with our health partners, to better target the service on need and potentially lever in funds from the NHS to help support the work that this service does in facilitating hospital discharge and preventing readmissions.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>There is a risk that NHS partners will not agree to provide funding to support this service. However given the important role it will play in facilitating discharge and preventing re-admission to hospital, and as a result making savings in the health system, this is thought to be unlikely.</p>							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	This proposal would reduce net expenditure by raising income from health through better targeting of the service to hospital discharge and preventing admissions					
Does the change reduce resources available to support vulnerable residents?	No	As above					
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	Yes	Revenue from NHS- no adverse equalities impact					
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected?							
Does the change affect the Third Sector?							
Does the change affect Assets?							
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No	This would be established as part of the review. Any impact would need to be assessed as proposals emerge					

TITLE:	Reduce Duplication in Leaving Care Service						
DIR:	ESCW						
SERVICE:	Leaving Care Service					REF: ESCW057	
TEAM:						LEAD OFFICER: Shahid Tilley	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Efficiency review of Leaving Care Service	2,066	427			427	Delivering Differently	Yes
FTE Reductions	30	7			7		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The Leaving Care service provides a statutory function supporting young people who are eligible for support as care leavers. This includes helping these young people into employment, education or training and housing.</p> <p>Our expenditure on leaving care services is approximately 1.6 times the London average per head of population, despite relatively low numbers of children in care.</p> <p>Currently, looked after young people are supported by social workers in the Looked After Children team as well as the Leaving Care Service from 16 to 17.5 years which can cause duplication and unnecessarily increases the number of contacts for the young person. The proposal would streamline support for young people in care, by increasing the age at which Personal Advisors in the Leaving Care Service start supporting a young person to 17.5 years. Young people would continue to be supported by social workers between the ages of 16 and 17.5 years. This will enable us to reduce our expenditure on supporting care leavers through reducing the number of staff who work in this service. We are also proposing small reductions in transfer payments to individuals leaving care. We would continue to provide support to these young people in line with statutory requirements.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
The change in provision for 16-17.5 year old children in care will need to be carefully managed in order not to compromise service delivery for existing service users.							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	Yes	Although there will be a reduction in staffing to support care leavers, we will continue to meet the statutory requirements in relation to care leavers support. There will also be a small reduction in non-essential grant payments.					
Does the change reduce resources available to support vulnerable residents?	Yes	As above					
Does the change involve direct Impact on front line services?	Yes	As above					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	Yes	It is likely that we will be reducing some of the financial support given to care leavers, however we will retain a large part of our current expenditure and will be seeking to target financial support more effectively. The extent of this will be established as part of the review and a full EIA completed to assess impact.					
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	Estimated impact 7 FTE . 2 of the posts are currently vacant. Social work posts can be redeployed within the children's social care service.					
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals Full Equality Analysis

Section 1: General Information

1a) Name of the savings proposal

ESCW 057: Reduce duplication in leaving care service

1b) Service area

Children's Social Care, Education, Social Care and Wellbeing

Section 2: Information about changes to services

2a) Description of savings proposals and the reasons for this change

1. Efficiency Review of Leaving Care Service

The savings from this proposal are £427,000 for the 2015/16 financial year. This represents 21% of the overall budget.

The service provides a statutory function supporting young people who are eligible for support as care leavers. This includes helping these young people into employment, education or training and housing.

Our expenditure on leaving care services, at £49 per head of population, is approximately 1.6 times the London average, despite relatively low numbers of children in care. Our outcomes for care leavers are favourable compared to other boroughs in educational achievement and sending young people to university. Our indicators for suitable accommodation as well as being involved in activities (education, employment and training) are also favourable – but not necessarily in the top banding. There is an opportunity to review the service to bring costs in line with London average expenditure whilst maintaining positive outcomes.

The savings proposal would reduce our expenditure on supporting care leavers through reducing the number of staff who work in this service, bringing our expenditure closer to the London average. We would continue to provide support to these young people in line with statutory requirements. At present Personal Advisors become involved from the age of 16 plus in line with what is deemed as good practice under case law. However, it is proposed that we reduce this entitlement to a level which is consistent with many other local authorities (while at the same time not breaching statutory guidelines) by raising the age of involvement of personal advisors from 16 years old to 17 ½ years old. Young people in care would continue to be supported through the looked after children teams until personal advisors are allocated at age 17½.

There is a statutory requirement that all looked after children have a named allocated social worker who is registered with HCPC. All looked after children are deemed as looked after children until they are 18. Post 18 they become former relevant children and do not need a social worker allocated to them. Social workers are also better trained in safeguarding and often have experience of court work that is useful in addressing post 18 legal disputes.

Personal Advisors do not need to be professionally qualified. Their aim is much more to support the young people as they move towards their adulthood. Their skills lie in gaining confidence from young people and supporting them. They take on a greater advocacy role as well. They have a restricted role as far as safeguarding is concerned.

Most other boroughs have personal advisors who become involved post 17 ½ and not 16 like TH. The average allocation of cases held by Personal Advisors in other boroughs is 24/25. We are planning to move from 18 to 22.

Since the introduction of the current 'dual allocation' system for looked after children between 16 and 17.5 years old, we have invested in other services to support looked after children. As a result we have much improved services such as our Virtual School, which ensures that young people are supported in education and outcomes are maximized. We can also signpost young people to mainstream services such as Careers advice. This further reduces the need for two workers being allocated to cases.

It should be noted that young people will continue to have two workers for 6 months preceding their 18th birthday, to ensure that there is a smooth handover and effective transition management.

During consultation, care leavers expressed some concern about this plan. They felt that due to the higher case load that their social workers had, the PA was the person who they felt most able to meet their needs. They were concerned that they would find it difficult to contact their social worker and that they would often speak to a Duty Social Worker who would not be familiar with their case. During consultation, care leavers expressed that they felt that the time between 16/17½ was crucial in preparing young people for their transition into adulthood and were concerned about how this support would be offered by their social worker. They felt that having access to the support offered by the PA at age 17½ would be too late. By way of mitigation, even when a PA is allocated, the social worker remains the key worker for the young person. The specialist nature of some of the support offered by the LCS should be offered by the social worker within the Looked After Team, supported by opportunities to signpost into other services. The process of planning for independence already takes place jointly between the social worker and PA, and this will continue for the 6 month period prior to 18th birthday. The additional support offered to young people via the leaving care service, particularly access to courses, will still be offered once they turn 16. Care leavers also expressed a concern that the removal/reduction of some of their grants may impact on their motivation to attend education/work. This will need to be addressed by the allocated social worker so as to ensure that young people have access to these opportunities.

In summary, whilst this proposal reduces the amount of resources available to support young people looked after, no significant impact is anticipated due to the support and safeguards that will remain in place.

2b) What are the equality implications of your proposal?

Does the change reduce resources available to address inequality?

No. Despite the changes in staffing levels, all care leavers who were statutorily entitled to receive support would continue to do so.

Does the change reduce resources available to support vulnerable residents?

Yes. Currently, young people are allocated a Personal Advisor as they turn 16. This person works alongside the allocated social worker until the young person turns 18. The proposal is to increase the age at which a PA was allocated to 17½.

Does the change alter who is eligible for the service?

No. Eligibility is statutory.

Does the change alter access to the service?

Yes. The age at which young people are allocated a Personal Advisor is proposed to increase from 16 to 17½

Does the change involve revenue raising?

No

Does the Change involve a reduction or removal of income transfers to service users?

Possibly. There will be discussion as to some of the grants currently given to care leavers and whether they would continue.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

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Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) Please add a narrative to justify your claims around impacts and, Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	<u>Analysis</u> From the anticipated impact of the there is no evidence that it will negatively impact any specific race group. The racial background of service users is broadly representative of the Tower Hamlets.
Disability	Neutral	<u>Analysis</u> There is no evidence that the impact of the proposal will adversely affect service users with a disability.
Gender	Neutral	<u>Analysis</u> From the anticipated impact of the proposal there is no evidence that it will negatively impact any specific Gender group. The gender of service users is broadly representative of the Tower Hamlets.

Gender Reassignment	Neutral	There is no Service User data on Gender Reassignment. From the anticipated impact of the proposal there is no evidence that it will negatively impact any gender reassignment group.
Sexual Orientation	Neutral	There is no Service User data on sexual orientation. From the anticipated impact of the proposal there is no evidence that it will negatively impact any sexual orientation group.
Religion or Belief	Neutral	<u>Analysis</u> From the anticipated impact there is no evidence that it will negatively impact any specific Religious or belief group.
Age	Neutral	<u>Analysis</u> Young people who access the LCS are between 16 and 21 (24 if still in full time education). The proposal increases the age of eligibility to 17½. This remains within statutory guidelines although it is not deemed to be best practice under case law.
Socio – economic	Neutral	<u>Analysis</u> Children who become known to Children’s Social Care, are by their nature more vulnerable. They will all have some additional needs which has led to their being allocated a social worker. There is evidence that children who come from economically deprived backgrounds are more likely to be known to Children’s Social Care, therefore any proposals which impact on the delivery of CSC services will have an additional impact on poorer families. However, the proposal is to end the dual allocation of a social worker and personal advisor. As long as the young person receives

		the necessary support, there should be no significant impact.
Marriage and civil Partnership	Neutral	Not relevant
Pregnancy and Maternity	Neutral	Not relevant
Other	Neutral	Not relevant

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse Impact	Please describe the actions that will be taken to mitigate this impact
No adverse impact identified	

Monitoring and Review

- All children who would previously have been allocated a Personal Advisor are considered Looked After and as such their plans are reviewed by independent reviewing officers. Following the change in allocation age, an additional emphasis should be placed on these reviews to ensure that the young people still receive the necessary support and guidance from their social worker that they had been from the PA.
- Children in Care Council to continue to be involved in the implementation and review of this proposal.

TITLE:	Integration of Accommodation Based Floating Support Service						
DIR:	ESCW						
SERVICE:	Supporting People					REF: ESCW059	
TEAM:						LEAD OFFICER: Carrie Kilpatrick	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Decommission MHFSS	2,494	109			109	Delivering Differently	Yes
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>This proposal would review ending current contracts and incorporating the support provided for existing service users into another existing mental health service. It is envisaged that the incorporation of the Accommodation Based Floating Support into another service will not have an adverse impact on the service users or the provision of support provided to them when in crisis.</p> <p>As this proposal does not seek to withdraw or decommission the existing service but incorporate the Accommodation Based Floating Support service into another Mental Health service we will not see a significant shift in the way support is delivered to users of the service. Under the proposed changes, service users will still receive the same level of support and hours they currently receive at a time that is convenient to them. They may however experience a change in support worker although they will still be given a choice of keyworkers from which to choose.</p>							
IMPLICATIONS TO CONSIDER							
<p>The renegotiation of contracts to deliver floating support will deliver savings whilst retaining our commitment to :</p> <ul style="list-style-type: none"> • The prevention agenda and demand management; • Maximising independent living for people with mental health issues; • The Time to Change Agenda and Mental Health Issues more widely. 							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	Yes	The proposal will reduce the amount of support available to for people with mental health issues living in the community by 100 support hours per week or 5,200 per year					
Does the change reduce resources available to support vulnerable residents?	Yes	This is a core preventative service that supports people to remain independent, so preventing the need for more institutionalised high cost forms of care- including registered care and hospital care. There are though still significant resources available in the ILCS floating support services.					
Does the change involve direct Impact on front line services?							
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	Yes	This ends the existing service; although some work will be absorbed in the remaining contract with LookAhead					
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	Yes	As detailed above this affects contracts with a third sector provider					
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals Full Equality Analysis

Section 1: General Information

1a) Name of the savings proposal: ESCW 059 Integration of accommodation based floating support service

1b) Service area: Commissioning and Health, Education, Social Care and Wellbeing

2a) In brief please explain the savings proposals and the reasons for this change

The savings from this proposal are £109,000 in 2015/16 representing 40% of the total budget.

The existing Accommodation Based Floating Support service is comprised of three schemes, Bishops Way (6 units) School House (15 units) and St Marks Street (3 units). This service is a floating support service and is currently provided by Look Ahead Care and Support. This proposal seeks to end this contract and incorporate the support provided to the 26 service users into another existing mental health service provision to be determined. It is envisaged that the incorporation of the Accommodation Based Floating Support into another service will not impact adversely on the service users or the provision of support provided to them when in crisis.

2b) What are the equality implications of your proposal?

All savings proposals have been screened for equalities relevance using the test of relevance questionnaire.

As this proposal does not seek to withdraw or decommission the existing service, but incorporate the Accommodation Based Floating Support service into another Mental Health service we will not see a significant shift in the way support is delivered to users of the service. Under the proposed changes, service users will still receive the same level of support and hours they currently receive at a time that is convenient to them. The new service will be provided by Look Ahead Care and Support therefore service users will not experience a change of provider. They may, however, experience a change in support worker although they will still be given a choice of keyworkers from which to choose.

Reduce the level of resources available to address inequality:

No potential negative impact is envisaged as the service will be maintained and continue albeit via another service.

Alter or change access to the service: The proposals will not alter or change the way service users access the service. They will still receive a support service based on their level of need as and when required. They will still be able to float in and out of the service as their support needs change.

Involve revenue raising : N/A

Change who is eligible for the service: The eligibility criteria for the Accommodation Based Floating Support service will not be affected, as it is predominately the same as other Mental Health service provision which specifies service users being subject to Care Plan Approach (CPA) arrangements within their criteria.

Change the provider of this service: Initially the incorporation of this service into another service will not result in a change of service provider. However in line with EU Regulations and procurement guidelines there is the possibility that the provider of this service could change when the service is retendered at the end of the existing contract in 2017.

Section 3: Equality Impact Assessment

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	The largest proportion of service users in this area are Black or mixed race, with smaller numbers of White services users. A smaller proportion of service users are Asian. Both the current service and the proposed service into which the Accommodation Based Mental Health Floating Support service will be amalgamated were procured from the Framework Agreement, as such there is no evidence to suggest that there will be any negative impact. All potential suppliers are tested on their ability to deliver specific services at the ITT stage. Additionally all race groups receive an improved service under modernisation plans identified through the

		<p>Supporting People Strategy and other complimentary strategies.</p> <p>Buildings and services will be modernised and supported housing service personalised around the needs of each individual regardless of race.</p> <p>Equalities profiling of the current service user group is monitored to ensure improved outcomes are delivered for all race groups.</p> <p>Diversity monitoring will continue to be part of on-going contract monitoring.</p>
Disability	Neutral	<p>From the available data, the majority of service users stated that they did not consider themselves to have a disability, and two users stated they were disabled. The incorporating of the Accommodation Based Mental Health Floating Support service into another will not negatively impact on an individual with a disability. As identified in the SP 2011-2016 Commissioning Strategy, everyone living in supported housing, or receiving a floating support service, will have a wider range of options put in place to enable them to live a more independent life (improvements will be made to buildings, employment and training opportunities will increase and services will become more personalised). Everyone living in supported housing or receiving a floating support service will have access to improved information, advice and advocacy services.</p>
Gender	Neutral	<p>The majority of service users in this area are male. Services such as this that have been identified for procurement through the SP and other related strategies will be improved for everyone regardless of gender. With the expected increase in BME communities living in Supported Housing, service specifications have been written to ensure that the needs of both men and women from BME communities are met and services improved.</p> <p>Equalities profiling of the current service user group is monitored to ensure improved outcomes are delivered across gender.</p>
Gender Reassignment	Neutral	<p>No service users identified as having gender reassignment, there is no perceived negative impact for this group of service users.</p>

Sexual Orientation	Neutral	<p>The majority of service users (22) stated they are heterosexual, with five users declining to state their sexuality and two identifying as 'Other'. The SP team's long term plan is that services will be improved for anyone living in supported housing regardless of their sexual orientation. The improvement in data collection relating to sexual orientation will ensure that better data is collected to inform future improvement to commissioned services to meet the needs of LGB communities in Tower Hamlets.</p> <p>Equalities profiling of the current service user group is monitored to ensure improved outcomes are delivered for everyone regardless of sexual orientation.</p>
Religion or Belief	Neutral	<p>The majority of service users in this stated they were Christian (23), smaller numbers identified as being Muslim (3) or as having no religion (3). Housing related support services such as these are not contracted to deliver faith specific provision and all providers are required to demonstrate and evidence an ability to support service users to access religious and faith based services of their choice.</p> <p>All providers of housing related support provision are required to achieve prescribed national quality standards for fair access, diversity and inclusion.</p> <p>Equalities profiling of the current service user group is monitored to ensure improved outcomes are delivered for all religious and faith groups.</p>
Age	Neutral	<p>Service users are from a variety of age groups, with 11 users aged 26-34 and 11 aged 35-43, and smaller numbers (1-2) of service users across other age brackets. All Mental Health support services within the Supporting People programme are accessible to adults of any age.</p> <p>Equalities profiling of the current service user group is monitored to ensure improved outcomes are delivered for service users of all ages.</p>
Socio-economic	Neutral	<p>Supporting People Services such as these support individuals to maximise benefits, live a healthy lifestyle and access training with the aim of entering employment. Both services are performance managed to deliver against these aims.</p>
Marriage and Civil Partnerships.	Neutral	<p>27 service users indicated that they were single, and two stated they were married. There is no impact in terms of unlawful discrimination.</p>

Pregnancy and Maternity	Neutral	No service users stated they were pregnant. There is no further impact beyond those noted for gender.
Other	Neutral	Amalgamating the Accommodation Based Mental Health Floating Support Service into another service will not result in any loss of quality or availability of Supporting People services.

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
No adverse impacted identified for any specific target group	<p>Once the Accommodation based Floating Support service has been incorporated into another service, the service will be monitored in line with the current SP monitoring framework and will include :</p> <ul style="list-style-type: none"> • Monitoring of prescribed statistical information, i.e. complaints, incidents, diversity and other scheme specific outcomes / information • Service user questionnaire Stakeholder questionnaire • Supporting people Quality Assurance Framework (QAF) resubmission of Action Plan (Including achievement of a level B grade of core objective C1.4 Fair Access, Diversity and Inclusion • Scheme Visit, which includes service user consultation, validation of performance / concerns, validation of QAF • Staff consultation

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.
See above action plan.

The impact of changes will be monitored through:

1. The 2011-16 Supporting People Commissioning Strategy Delivery Plan;
2. The Mental Health Accommodation Strategy
3. Regular monthly monitoring information submissions from providers on service user (or customer) age, disability, ethnicity, gender, orientation, customer satisfaction, religion or belief, health and income status will be reviewed to ensure services are developed to meet identified needs;
4. Regular inspection visits/reviews will take place to ensure Look Ahead are meeting all necessary equality targets and legislation; and
5. Regular consultation with service users (or customers) will take place to ensure the needs of everyone regardless of age, disability, ethnicity, gender, sexual orientation, religion or belief, health and income status are taken into account

TITLE:	Review paid-for transport						
DIR:	ESCW						
SERVICE:	Transport					REF: ESCW061	
TEAM:						LEAD OFFICER: Anne Canning	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Review home to school transport provision	4,637	675			675	Delivering Differently	
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>Benchmarking data suggests that our expenditure on home to school transport is £900k above London average. This opportunity is to review all paid for transport provision for both adults and children with a view to making efficiencies and to bring our spend in line with the average. This saving will be achieved through working with both CLC transport service and private transport providers to make efficiency savings. CLC savings will be made through improved route planning, vehicle procurement, depot costs and/ or raising alternative income sources to supplement the budget. Savings from private transport providers will be made through improved procurement processes.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
The review would affect the CLC transport provider service.							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No	This opportunity is an efficiency review of transport provision to bring our spend in line with London average. Transport will still be made available to eligible children in line with need.					
Does the change reduce resources available to support vulnerable residents?	No	As Above					
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	Yes	From other commercial sources- no equalities impact					
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	Yes	The review of transport may affect the use of depot premises.					
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	Possible impact- to be Assessed					
Does the change involve a redesign of the roles of staff?	No						

TITLE:	Public Health - Reconfiguration of sexual health services						
DIR:	ESCW						
SERVICE:	PUBLIC HEALTH - ACUTE SEXUAL HEALTH SERVICES				REF:CD/PH002/15-16		
TEAM:	PUBLIC HEALTH				LEAD OFFICER: CHRIS LOVITT		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	7,311	800			800	Lean: Service Re-Design & Consolidation	Yes
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>Tower Hamlets has the 6th highest rates of acute sexual health infections (STIs) in England (up from 8th highest in 2011); 4932 acute STIs were diagnosed in 2012 (new figures due in October), a rate of 1926.5 per 100,000 residents (approx. 2.5 times higher than the England average). TH also has one of the lowest GP prescribed long acting reversible contraception rates in London. Two PHOF indicators (HIV late diagnosis and Chlamydia screening) relate to sexual health.</p> <p>The majority of STIs are treated in open access GUM services with 8 London providers accounting for approx. 90% of all TH GUM appointments using a tariff of approx. £170 for first appointments and £100 for second appointments. The savings will be made via four strategies:-</p> <ol style="list-style-type: none"> 1) Primary Prevention- reducing STIs infections especially amongst gay & bisexual men, at risk young people and people from specific BME groups (black ethnic origins) who have disproportionately high rates of infections through increased condom use and behaviour change 2) Secondary prevention- increasing effective treatments, reducing time to diagnosis by greatly increased targeted case finding, improving partner identification and confirmed treatment 3) System redesign through invest to save- shifting appropriate sexual health activity to Primary Care (Pharmacy & Primary Care) and community services (tier 2 contraceptive and sexual health services (CASH services) especially screening for STIs, increasing uptake and access to contraception (especially long acting reversible contraception). There was an approx. 30% increase in uptake of the sexual health local enhanced service in Primary Care in 2013/14 and the budget for activity has been increased by a further 30% for 2014/15. Cost per patient in Primary Care is approximately 50% less than those seen in GUM services. CASH services are currently being re-commissioned with a greater focus on prevention and provision of alcohol & drugs screening and increasing efficiency. 4) Reducing costs within GUM services- continued operation of cost containment through a) formal demand management strategy with providers b) application of a deflator c) marginal rate for increased activity d) application of a new London wide payment system for GUM services which pays for outcomes & activity undertaken rather than a flat rate for first appointment and follow up. The cost containment strategy will not impact adversely on any user group such as LGBT patients as access to the GUM services will remain open to those who have a strong preference to use GUM services. 							
IMPLICATIONS TO CONSIDER							
(Summarise impact on services provided, service users and health outcomes. Outline any risks to achievement of the saving)							
<p>Sexual health and contraceptive services are mandated public health services which are currently under increased scrutiny by PHE and DH. Tower Hamlet's demographic change is increasing numbers of people in high sexual health need groups, notably young people and gay & bisexual men- these trends are continuing.</p> <p>It is important to recognise that we are not closing, or limiting services as anonymised GUM services will continue to be available to Tower Hamlets residents on an open access basis.</p> <p>However, if sexual health costs are not contained it means that other priorities for expenditure within the public health such as tobacco, alcohol, weight management, prevention in early years and school health services will need to be reduced.</p> <p>Through 15/16 we will be closely monitoring and reviewing spend on open access GUM services and will be maximising the use of commissioning levers (negotiation with providers) to keep costs down.</p> <p>All services in primary care, community sexual health services and acute GUM provides services regardless of sexual orientation</p> <p>In addition, due to the high prevalence of sexually transmitted infection and HIV in gay men, there is 300k of additional investment targeted particularly at this group around prevention as well as supporting people living with HIV. This investment is not being cut.</p> <p>The savings are based on seeking to stem the increasing demand on the acute GUM services through prevention and reconfiguration of services in the community. This will absolutely not affect access to open access services for any group, including LGBT. No-one will be turned away from the anonymous GUM services which will continue to be available on an open access basis and anyone who regards it as a vital personal preference, for example because they are anxious about disclosure of their gender or sexuality, would still have the right to present for testing or treatment there.</p>							

EQUALITIES SCREENING		
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups
Does the change reduce resources available to address inequality?	No	Inequalities in sexual health will be addressed through the four part strategy
Does the change reduce resources available to support vulnerable residents?	No	Vulnerable, high risk and groups with high sexual health need will continue to be encouraged to access GUM services
CHANGES TO A SERVICE		
Does the change alter who is eligible for the service?	No	GUM services will continue to be open access and a demand management strategy agreed with the providers will encourage appropriate activity to be diverted to level 1 & 2 services. As stated above the cost containment strategy will not impact adversely on any user group such as LGBT patients as access to the GUM services will remain open to those who have a strong preference to use GUM services.
Does the change alter access to the service?	No	GUM services will continue to be open access but appropriate activity will be encouraged to be undertaken in level 1 & 2 services
Does the change involve revenue	No	Increased activity in Primary Care is already funded in 2014/15 budget and non
Does the change involve a reduction or	No	
Does the change affect who provides the service, i.e. outside organisations?	Yes	Greater local provision of services within Tower Hamlets will be encouraged
CHANGES TO STAFFING		
Does the change involve a reduction in	No	
Does the change involve a redesign of the roles of staff?		Yes- services are already adopting a more nurse, nurse consultant, self care and remote testing regimes. These will need to continue to modernise service provision. Primary Care will need additional training and support to deliver level 1 & 2 services

Budget Savings Proposals Full Equality Analysis

Section 1: General Information

1a) Name of the savings proposal: Public Health - Reconfiguration of sexual health services

1b) Service area: ESCW Public Health

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

Provision of sexual health services is one of the new mandatory public health services of the council. Tower Hamlets has the 6th highest rates of acute sexual health infections (STIs) in England (up from 8th highest in 2011); 4932 acute STIs were diagnosed in 2012) (1926.5 per 100,000 residents - 2.5 times higher than the England average). TH also has one of the lowest GP prescribed long acting reversible contraception rates in London. Two PHOF indicators (HIV late diagnosis and Chlamydia screening) relate to sexual health.

The majority of STIs are treated in open access GUM services with 8 London providers accounting for approx. 90% of all TH GUM appointments using a tariff of approx. £170 for first appointments and £100 for second appointments. Containing costs requires reducing demand through prevention and diverting patients away from more expensive hospital services to community services. The savings will be made via four strategies:-

- 1) Primary Prevention- reducing STIs infections especially amongst gay & bisexual men, at risk young people and people from specific BME groups (black ethnic origins) who have disproportionally high rates of infections through increased condom use and behaviour change
- 2) Secondary prevention- increasing effective treatments, reducing time to diagnosis by greatly increased targeted case finding, improving partner identification and confirmed treatment

3) System redesign through invest to save- shifting appropriate sexual health activity to Primary Care (Pharmacy & Primary Care) and community services (tier 2 contraceptive and sexual health services (CASH services)) especially screening for STIs, increasing uptake and access to contraception (more long acting reversible contraception). There was an approx. 30% increase in uptake of the sexual health local enhanced service in Primary Care in 2013/14 and the budget for activity has been increased by a further 30% for 2014/15. Cost per patient in Primary Care is approximately 50% less than those seen in GUM services. CASH services have been re-commissioned in 2014 with an increase in both activity and a greater focus on prevention. The new CASH services have had an increase in their cost effectiveness through the specification of alcohol & drugs screening as part of their contract.

4) Reducing costs within GUM services- continued operation of cost containment through a) formal demand management strategy with providers b) application of a deflator c) marginal rate for increased activity d) application in 2016 of a new London wide payment system for GUM services which pays for outcomes & activity undertaken rather than a flat rate for first appointment and follow up e) investigating new service provider models to assess suitability where increases in activity are being reported e.g. The newly opened Dean Street Express has increased activity amongst Tower Hamlets in the first three months of the 2014 financial year by 199%

The above measures will not be straightforward as they will need a range of levers and increases in activity has been running at an annual rate of approx. 10% for the last three years (33% increase in costs) and are likely to be opposed by the current GUM providers. Cost containment of sexual health issues is an issue across London; however Tower Hamlets has one of the highest predicted increases in activity due to population change. The integration of a new integrated tariff for sexual health services should help with cost containment as activity will be more accurately coded and costed. A greater focus on prevention and incentivisation of primary care treatment is the longer term goal.

Consultation Responses

There have been a significant number of responses to the proposal to reconfigure sexual health services. Responses have been from a mixture of clinicians at GUM service providers, their patients and residents of the borough. The responses have focused on the following: potential for negative impact on accessibility to GUM services, an apparent lack of evidence base that prevention can reduce sexual health need, concerns as to the capacity and capability of primary care to increase sexual health services provided and apparent high numbers of GUM attendees (80%) who are symptomatic. One of the most frequently expressed concerns is that a reduction of service in GUM would force patients to go to GPs and pharmacies which would cause them embarrassment whereas in fact the GUM services would continue to be available but patients would be encouraged to make better use of primary care services where this is appropriate and acceptable to them. The cost containment strategy will not impact adversely on any user group such as LGBT patients as access to the GUM services will remain open to those who have a strong preference to use GUM services.

The potential for more efficient service provision through cost containment and a new payment mechanism (the integrated tariff) has only 138

featured in a small number of returns who have highlighted the potential for increased complexity of GUM patients increasing costings. A number of respondents have highlighted concerns with the process stating that the My Tower Hamlets forms have inhibited their response and so they have responded via the general council enquiry email. Respondents have also highlighted the need for more information on the proposed extent of the cuts and timing of their implementation. Given the issues highlighted further consultation on proposed changes to sexual health services is recommended to ensure that the cost containment proposals and potential to divert activity to lower cost providers is realistic.

2b) What are the equality implications of your proposal?

All savings proposals have been screened for equalities relevance using the test of relevance questionnaire attached (Appendix A).

Please go back to each of the test of relevance questions and **using evidence** please provide a more detailed analysis of the equality impact of your proposal.

EQUALITIES SCREENING		
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups
Does the change reduce resources available to address inequality?	No	The resources available to level 1 and 2 services have been increased as well as access to these services has increased by approx. 20%. New contracts for enhanced primary prevention were mobilized in August 2014. As GUM services will remain open access high need groups will continue to be able to access providers of choice.
Does the change reduce resources available to support vulnerable residents?	No	Vulnerable, high risk and groups with high sexual health need will continue to be encouraged to access GUM services and services will remain open access, free at the point of delivery and so these will not be impacted by the proposed changes.
CHANGES TO A SERVICE		
Does the change alter who is eligible for the service?	No	GUM services will continue to be open access (i.e. available to all but focused on those with the greatest need) and a demand management strategy agreed with the providers will encourage appropriate activity e.g. routine contraception or appropriate asymptomatic STI screening to be diverted to level 1 & 2 services.
Does the change alter access to the service?	No	GUM services will continue to be open access and appropriate activity will be encouraged to be undertaken in level 1 & 2 services
Does the change involve revenue raising?	No	Increased activity in Primary Care is already funded in 2014/15 budget and non-contract PH budget spend will be used to fund the prevention campaigns
Does the change involve a reduction or removal of income transfers to service users?	No	N/A
Does the change affect who provides the service, i.e. outside organisations?	Yes	Greater local provision of services within Tower Hamlets will be encouraged and all level 1 and level 2 providers are based within Tower Hamlets

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> Please add a narrative to justify your claims around impacts and, Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	There will be greater access to local sexual health services by the expansion of level 1 and level 2 services. For complex or high need individuals open access will be maintained at level 3 i.e. GUM services.
Disability	Positive	Local level 3 services are still not yet fully DDA compliant and activity to address this will be required as part of the commissioning process in 2014/15. Increasing access to level 1 and level 2 services will widen the choice of more local providers.
Gender	Neutral	Sexual health services will remain open to all genders with specialist women's and men clinics provided by level 3 services as clinically indicated
Gender Reassignment	Neutral	Sexual health services will remain open to all genders with specialist women's and men clinics provided by level 3 services as clinically indicated. The cost containment strategy will not impact adversely on gender reassigned patients as access to the GUM services will remain open to those who may have a strong preference to use GUM services if they are concerned about using primary care settings.
Sexual Orientation	Positive	There will be greater access to local sexual health services by the expansion of level 1 and level 2 services. The cost containment strategy will not impact adversely on any user group such as LGBT patients as access to the GUM services will remain open to those who have a strong preference to use GUM services if they are concerned about using primary care settings.
Religion or Belief	Positive	The sexual health services do not currently collect information on this equality domain but have agreed to do so in 2014/15. It is not expected that there will be an impact on this domain
Age	Neutral	There will be greater access to local sexual health services by the expansion of level 1 and level 2 services. For complex or high need individuals open access will be maintained at level 3 i.e. GUM services which are open to all age competent people
Marriage and Civil Partnerships.	Positive	The sexual health services do not currently collect information on this equality domain but have agreed to do so in 2014/15. It is not expected that there will be an impact on this domain
Pregnancy and Maternity	Neutral	The services are already fully integrated into the maternity, pregnancy pathway and there is not expected to be any changes to this
Other	Neutral	Services will remain open access and free at point of delivery with a focus on local and accessible services and

Socio-economic Carers		so would not expected to adversely impact on any other relevant equality domain.
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Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
None	

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.

See above action plan.

The impact will be considered as part of the quarterly contract management meetings of level 1, 2 and 3 services. In the event that impacts are greater than anticipated or mitigating actions are not successful then further actions will be implemented to ensure no or only positive impacts on the equality domains.

As tier 3 services will remain open access and free at the point of delivery if the cost containment, prevention and appropriate activity diversion is not successful then future budgets may need to be reprofiled to ensure services are maintained.

TITLE:		PUBLIC HEALTH - SMOKING CESSATION					
DIR:		ESCW					
SERVICE:		PUBLIC HEALTH - SMOKING CESSATION				REF:CD/PH005/15-16	
TEAM:		PUBLIC HEALTH				LEAD OFFICER: CHRIS LOVITT	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	1,480	360			360	Lean: Service Re-Design & Consolidation	Yes
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>Smoking cessation services are provided across the borough to all residents from a wide range of places including GP practices (the tobacco NIS contract) and Community Pharmacists- these account for 25% and 37% of quits. In addition there are more specialist services that target more complex smokers including pregnant smokers, smokers with a long term health condition and also specialist support for smokers from all black and minority ethnic groups (BME groups)- these account for 15% and 18% of quits.</p> <p>Helping people quit smoking and realise the huge health benefits of living tobacco free lives remains a local priority for Tower Hamlets. We have helped over 16,400 people quit smoking in the last 5 years and in 2014/15 we plan to help 2,000 more local residents become tobacco free. During this period our smoking prevalence has moved from being higher than that national average (27% in 2009) to slightly lower in 2014 (19.3%). We expect smoking prevalence to continue to fall as smokers either give up themselves or switch to e-cigs or nicotine vaporiser. However, the remaining smokers are likely to require more specialist help to break their nicotine addiction</p> <p>It is on the basis of this fall in prevalence that we estimate that we can reduce investment from previous levels without affecting access to services for people who need help or outcomes (maintaining a rate of 5% of estimated numbers of smokers being supported to quit ie 2000). At the same time, we need to target the groups with highest levels of smoking prevalence (eg Bangladeshi men, people with mental health problems). We therefore propose that the 360k funding reduction is mainly from universal services in general practice and community pharmacy (340k – reflecting expected reduction in need) with minimal impact on the more targeted services (20k efficiency savings).</p>							
IMPLICATIONS TO CONSIDER							
(Summarise impact on services provided, service users and health outcomes. Outline any risks to achievement of the saving)							
<p>Smoking prevalence is likely to continue to reduce through a combination of tobacco control policies and as existing smokers quit- however the remaining smokers are likely to continue to need targeted support and access to different NRT products to ensure they are supported in attempting to effectively quit. As in previous years maintaining access and uptake of smoking cessation services is likely to remain a Mayoral priority. It is too early to be sure of the implications of the large scale uptake of electronic cigarettes will have on smoking cessation or renormalizing tobacco smoking- these may be an opportunity or a threat in smoking cessation.</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	Yes	Although the overall budget for smoking cessation will be reduced, the programmes that target the most vulnerable groups will be maintained at current levels (subject to small efficiencies) and there will not be any significant impact on the resources focused on reducing health inequalities.					
Does the change reduce resources available to support vulnerable residents?	Yes	Smokers with chronic diseases e.g. COPD are often vulnerable residents and the reduction in resources for smoking cessation will be carefully managed to ensure vulnerable residents are not adversely affected.					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No	Services will remain open access					
Does the change alter access to the service?	Yes	The treatment targets for the specialist cessation services will be reviewed and reduced in order to reflect a small reduction in funding and to provide a better quality service and higher completion rates. This will mean that slightly reduced numbers will be treated but with much stronger outcomes for individual patients, targeting those with the most urgent need to stop smoking with much stronger outcomes for individual patients.					
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	Yes	There is likely to be a reduction in income to providers including Primary Care as item of service fees are reduced by applying a cost deflator					
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals **Full Equality Analysis**

Section 1: General Information

1a) Name of the savings proposal: PH 05 Public Health - Smoking cessation

1b) Service area: ESCW Public Health

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

Public health has been requested to make savings on services for 2015 -16. A total saving of £360,000 is required from the current smoking cessation services.

It is on the basis of a fall in prevalence that we estimate that we can reduce investment from previous levels without affecting outcomes (maintaining a rate of 5% of estimated numbers of smokers being supported to quit ie 2000). At the same time, we need to target the groups with highest levels of smoking prevalence (eg Bangladeshi men, people with mental health problems). We therefore propose that the 360k funding reduction is mainly from universal services in general practice and community pharmacy (340k – reflecting expected reduction in need) with minimal impact on the more targeted services (20k efficiency savings). These are set out below.

It is recommended that savings should be made where there is minimum impact to both quantitative and qualitative performance outcomes which enables the directorate to continue its commitment to the Public Health outcomes framework for tobacco. The greatest saving, with minimum risk to the 9 protected characteristics, can be made from the pharmacy treatment budget. This is due to the transfer of Primary Care treatment costs to the NIS contracts which led to an underspend last year with a predicted saving for the year 2014/15.

Further savings can be made within GP smoking cessation contracts. Primary care achieved a lower than expected quit rate in 2013-14 as a result of which the funding will be reduced. Due to the low quit rate any savings made through the GP contracts will have minimal impact on the volume or quality of service delivered. A re-negotiation of targets could in turn improve efficiency.

The treatment targets for the specialist cessation services will be reviewed and reduced in order to reflect a small reduction in funding and to provide a better quality service and higher completion rates. This will mean that slightly reduced numbers will be treated but with much stronger outcomes for individual patients, targeting those with the most urgent need to stop smoking.

2b) What are the equality implications of your proposal?

All savings proposals have been screened for equalities relevance using the test of relevance questionnaire attached (Appendix A).

Please go back to each of the test of relevance questions and **using evidence** please provide a more detailed analysis of the equality impact of your proposal.

There will be minimal impact on the nine protected characteristics as savings are being made where there is currently an underperformance in Primary Care and also an underspend on treatment costs due to the transferring of these costs to Primary Care. The existing services, including the specialist services, collectively support all local population groups. The BME specialist tobacco service works with all BME groups under the 2014/15 contract. The service will be accessible to all regardless of culture, language, gender etc. The specialist stop smoking service is accessible to all with specific targets for SMI, pregnancy and long term conditions. Both services bring in translators where required and use venues which have disabled access (including satellite venues). Primary care also offers disabled facilities and some translation services and may be more accessible to some segments of the local population. Pharmacies have restrictions with translation and disabled access.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> Please add a narrative to justify your claims around impacts and, Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	The BME specialist tobacco service will continue to support clients from all BME groups and the generic specialist stop smoking service continues to be a service of choice for all segments of the local population.
Disability	Neutral	Both specialist services have disability access.
Gender	Neutral	There are sufficient existing services for all genders.
Gender Reassignment	Neutral	The specialist stop smoking service has an open door policy and supports all.
Sexual Orientation	Neutral	The specialist stop smoking service has an open door policy and supports all.
Religion or Belief	Neutral	Both specialist services are available for any religion/belief with translators where required.
Age	Neutral	All services are available for age 12 and above.
Marriage and Civil Partnerships.	Neutral	All existing services are available to all regardless of marital status.
Pregnancy and Maternity	Neutral	The specialist stop smoking service will continue to fully support pregnant smokers and their families.
Other Socio-economic Carers	Neutral	All services are available to all.

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact <i>(all the actions below will be included within the overall action plan for the closure of Aldgate Hostel)</i>
None identified.	

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.
See above action plan.

TITLE:	Public Health - Procurement and Non contract						
DIR:	ESCW						
SERVICE:	PUBLIC HEALTH - Procurement and Non-Contract				REF:CD/PH008/15-16		
TEAM:	PUBLIC HEALTH				LEAD OFFICER: SOMEN BANERJEE		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	1,310	419			419	Lean: Service Re-Design and Consolidation	No
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
The aim of this savings project is to achieve savings through (i) reduced expenditure on interim procurement support as the expectation is that this is no longer required as the Public Health procurement programme is close to completion. (ii) Savings will also be achieved through a reduction in Public Health's non-contract budget and (iii) technical support for public health needs assessment provided through the Commissioning Support Unit and the Clinical Effectiveness Group will also be reduced to provide savings.							
IMPLICATIONS TO CONSIDER							
(Summarise impact on services provided, service users and health outcomes. Outline any risks to achievement of the saving)							
Risks are mainly that delays to contract awards which hold up completion of the procurement process could require continuation of the additional procurement support far longer than originally intended making realisation of savings more difficult.							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	Yes	Small impact on Clinical Effectiveness Group (Queen Mary University) from reduced funding and decommission of sexual health support service currently provide by North East London Commissioning Support Unit.					
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	Reduction of temporary support staff as follows: -1 Public Health (interim), -1 procurement (interim), -2 Legal services (interim)					
Does the change involve a redesign of the roles of staff?	No						

TITLE:	Public Health - Staffing						
DIR:	ESCW						
SERVICE:	PUBLIC HEALTH - STAFF					REF:CD/PH009/15-16	
TEAM:	PUBLIC HEALTH					LEAD OFFICER: SOMEN BANERJEE	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Administrative Efficiencies	2,800	324			324	Lean: Service Re-Design and Consolidation	Yes
FTE Reductions	42	5			5		
DETAILS OF SAVINGS OPPORTUNITY							
To reduce public health staffing costs through restructure of the public health function in the context of streamlining roles (eg commissioning functions), vacancy management and identification of synergies with other council functions (eg analysis)							
IMPLICATIONS TO CONSIDER							
(Summarise impact on services provided, service users and health outcomes. Outline any risks to achievement of the saving.)							
The purpose of the restructure is to set a coherent establishment for the long term delivery of the public health function in the council. This is happening in the context of the implementation of a VR/ER process in the council. It will be important to coordinate the two processes as there is a risk that the outcome in terms of staff skill mix could become suboptimal.							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	There will be a reduction in staffing although this will be achieved through vacant post deletion and there will be no negative impact.					
Does the change involve a redesign of the roles of staff?	No						

TITLE: Public Health - Mainstreaming Healthy Communities Projects							
DIR:		ESCW					
SERVICE:		PUBLIC HEALTH - HEALTHY COMMUNITY				REF:CD/PH0010/15-16	
TEAM:		PUBLIC HEALTH				LEAD OFFICER: ESTHER TRENCHARD-MABERE	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Administrative Efficiencies	1,619	388	0	0	388	Lean: Service Re-Design & Consolidation	Yes
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>Healthy Communities provides funding to address the wider determinants of health. This proposal would reduce local authority funding for certain projects including:</p> <ul style="list-style-type: none"> • Can Do Community Development – provides one off support for local community led health projects. Funding will be reduced but the programme will continue. • Community Gardeners – provides funding that supports identification of new sites/groups doing community gardening. Funding will be reduced but the programme will continue. • Referral Hub – provides a signposting “hub” to help residents access health activities (this work will be supported from another funding source) • Fast Food Demo – this was only a one year project to demonstrate a healthier take away retail model. • Reduction in non-contract spend – this is funding that is temporarily required whilst new contracts are started up. No service impact is anticipated. • Air Quality – this is short term project that is due to end in March 2015 • Well London Phase 2 - this is short term project that is due to end in March 2015 • Health Trainer Data – this service is being provided through the main Health Trainer contract and is therefore no longer needed <p>We will be seeking to secure external funding and support to supplement our continued funding in these areas and will be encouraging partners (such as registered social landlords) to support projects.</p>							
IMPLICATIONS TO CONSIDER							
(Summarise impact on services provided, service users and health outcomes. Outline any risks to achievement of the saving.)							
None							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	Yes	age; - disability; - gender reassignment; 0 marriage and civil partnership; 0 pregnancy and maternity; - race; - religion or belief; - sex; - sexual orientation 0 Key ++ strong positive + positive 0 neutral - negative -- strongly negative					
Does the change reduce resources available to support vulnerable residents?	Yes	Yes -Healthy Communities funding is largely around at the wider determinants of health which can be or particular benefit vulnerable residents					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	Yes	Reduce funding will lead to less sites and less participants					
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	Yes	Will need to recommission so revised services					
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No	Not within LBTH but could affect staff within funded third sector organisations.					
Does the change involve a redesign of the roles of staff?	No	<div style="display: flex; justify-content: space-between;"> Page 280 154 </div>					

<u>Budget Savings Proposals</u> <u>Full Equality Analysis</u>
Section 1: General Information
<p>1a) Name of the savings proposal: Public Health - Mainstreaming 'healthy communities' projects</p> <p>1b) Service area: ESCW Public Health</p>
<p>Section 2: Information about changes to services</p> <p>2a) In brief please explain the savings proposals and the reasons for this change</p> <p>The following service areas will be reduced as indicated: Community Gardeners £50,000, Referral Hub £50,000, Fast Food Project £87,000, Health Trainer Data £9,150, Contract overlap costs £115,000 Reduction in non-contract spend £45,000, Air Quality £5,000, Well London Phase 2 £27,000 Total £388,150 Healthy Communities funding is largely focused on the wider determinants of health. A number of services will come to a natural end as they were short term and due to end by March 2015. The community gardening programme will continue but with reduced Council funding and support from other sources. Healthy Communities includes a range of projects and programmes – this savings proposal represents a 20% reduction of the overall budget.</p> <p>Community Gardeners – reduction in ability to promote & support local people to take control of their environment and get involved in growing Referral Hub – Reduction assuming outreach workers programme goes ahead – no equalities impact from this Fast Food Demo – project is 12 month only. Reduction in non-contract spend – reduction in one off short term projects Air Quality, Well London Phase 2, Health Trainer Data, and contract overlap costs are all contracts that are due to end this year so no new recurrent spending</p>
<p>2b) What are the equality implications of your proposal?</p> <p>All savings proposals have been screened for equalities relevance using the test of relevance questionnaire attached (Appendix A).</p> <p>Please go back to each of the test of relevance questions and using evidence please provide a more detailed analysis of the equality impact of your proposal.</p>
<p>Consultation response</p> <p>The consultation responses were very limited in number but did express concerns about reducing funding for healthy community interventions - especially community gardening- and the impacts on vulnerable users. A petition of people who attended the Tower Hamlets Food Growing Network event held on 18th October against reduced funding for community gardening initiatives was also submitted stressing the case for community gardening as a means of promoting healthy food education and community cohesion.</p> <p>In response it should be noted that it is not the Council's intention to reduce the commitment to supporting community gardening but there is already a strong movement for this in the borough and many of the borough's housing bodies already support this with their own resources. The Community Gardening project has been funded by the Council as a 15 month pilot and has been intended to provide seed funding for more growing sites to be established across the borough which it has delivered. We intend to continue funding this in 2015-16 but with a reduced</p>

level of funding. It is anticipated that any impact from the reduction in community gardening programme can be offset by an increase in funding from other external sources such as the housing associations that are supportive of this activity on their land.

The proposal has also been changed since the original saving proposal to remove the proposed reduction to the Can Do programme. This reduces the equalities impact.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) Please add a narrative to justify your claims around impacts and, Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	Some ethnic minorities are over represented within the group that the Community Gardening programme engages, however, no adverse impact is anticipated as the pilot programme is now well-established and able to draw funding support from a range of committed sources.
Disability	Neutral	Community gardening is particularly suitable for those with low level mental ill-health however no adverse impact is anticipated for the same reasons as stated above.
Gender	Neutral	
Gender Reassignment	Neutral	
Sexual Orientation	Neutral	
Religion or Belief	Neutral	
Age	Neutral	
Marriage and Civil Partnerships.	Neutral	
Pregnancy and Maternity	Neutral	
Carers	Neutral	

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
None	

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.

See above action plan. Impacts will be monitored through the regular cyclical programme monitoring process.

TITLE:	Mainstream the work of African Families Service						
DIR:	ESCW						
SERVICE:	Children's Social Care					REF: ESCW0018	
TEAM:						LEAD OFFICER: Steve Lidicott	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Mainstream the work of Muslim and African Families service	2,156	95	0	0	95	De-commissioning, Reducing services	Yes
FTE Reductions	2	1			1		
DETAILS OF SAVINGS OPPORTUNITY							
The African Families service is part of the Child Protection and Reviewing service, and carries out some direct case work with children and families as well as targeted community based work. This includes raising awareness of safeguarding issues specific to faith/ culture, and working with community groups to improve safeguarding practice. This opportunity proposes deletion of the one post which deals with the non-statutory duties, and looking at income generation options with the remaining post. Income would be raised by charging other organisations (eg other councils) for training and other expert input currently delivered free of charge by the service.							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
The change would enable the continuation of input from the African Families Service in case work, but reduce capacity carry out community development work with African communities. There is a risk that the forecast income generation is not realised, although our projection is based on knowledge of the market for this service and we are confident that it can be achieved.							
EQUALITIES SCREENING							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	Yes	The service would reduce capacity to carry out targeted development of safeguarding work in African communities.					
Does the change reduce resources available to support vulnerable residents?	Yes	As above					
Does the change involve direct Impact on front line services?	Yes	As above					
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	Yes	Revenue would be raised from other organisations wishing to use training/ expert input from the service and would have no impact on the community					
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	There will be a reduction of 1 FTE staff, which would be achieved through voluntary exit. Although the number is small the impact will need to be assessed in the context of other staffing reductions across the Council.					
Does the change involve a redesign of the roles of staff?	No						

TITLE:	Mainstream the work of Muslim Families Service						
DIR:	ESCW						
SERVICE:	Children's Social Care					REF: ESCW0018a	
TEAM:						LEAD OFFICER: Steve Lidicott	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Mainstream the work of Muslim and African Families service	2,156	20	0	0	20	De-commissioning, Reducing services	Yes
FTE Reductions	1	0			0		
DETAILS OF SAVINGS OPPORTUNITY							
The Muslim Families service is part of the Child Protection and Reviewing service, and carries out statutory and targeted non-statutory work in the community to improve safeguarding practice. This includes raising awareness of safeguarding issues specific to faith/ culture, and working with community groups to improve safeguarding practice. This opportunity proposes raising income by charging other organisations (eg other councils) for training and other expert input which is currently provided free of charge.							
IMPLICATIONS FOR CMT TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
The change would enable the continuation of the Muslim Families Service whilst reducing the general fund budget requirement. There is a risk that the forecast income generation is not realised, although our projection is based on knowledge of the market for this service and we are confident that it can be achieved.							
A reduction in administrative support for frontline services may impact adversely on the ability to deliver							
	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	Yes	Revenue would be raised from other organisations wishing to use training/ expert input from the service and would have no impact on the community					
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals **Full Equality Analysis**

Section1: General Information

1a) Name of the savings proposal:

018: Muslim and African Families Service

1b) Service area

Children's Social Care, Education, Social Care and Wellbeing

Section2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

This savings opportunity proposes to mainstream some functions of the work of the Muslim and African Families Service and to redesign other functions so that income can be generated.

The Muslim and African Families service is part of the Child Protection and Review Service, and carries out targeted non-statutory work in the community to improve safeguarding practice, and also some casework as and when required. The service also works with other Councils and organisations within and outside Tower Hamlets, providing training and expert input. The team has worked with many organisations both in the UK and abroad and as such has gained recognition at European level which means it is well placed to generate income and become self-funding. The team was established to engage a hard to reach section of the community. This opportunity proposes the redesign of the service, which is non statutory. It is estimated that this opportunity would save £115,000 in 2015/16 representing 5% of the total child protection and reviewing budget. The original savings proposal was to mainstream the whole of the Muslim and African Families Service. However, after a period of public consultation and some further analysis, it is now proposed that work done with organisations outside the Council will be charged for. This would generate income that would enable the service to continue, but with a focus that reaches beyond Tower Hamlets. One post in the service will also be deleted.

As the name of the service suggests, the team focuses on two communities: The African community and the Muslim community in Tower Hamlets. Based on the 2011 Census, 3.7% of the Tower Hamlets population is of a Black African background. The section of the team focusing on the African community was established as a result of two identified trends: firstly, that children of a Black African background were at a higher risk of being excluded from school; and secondly that cases from the Black African community within Children's Social Care were escalating quickly. The team was also set up in response to the issues raised in the Laming Report following the Victoria Climbié incident. There are currently 46 children in need from a Black African ethnic background, and 13 with Child Protection Plans. The section of the team focusing on the Muslim community was set up due to the demographics of the borough: Tower Hamlets has the highest percentage of Muslim residents in England at 35% (compared with a national average of 5 per cent). In Tower Hamlets, the majority (83 per cent) of Muslim residents are ethnically Bangladeshi, therefore the work of the service also targets this community. There are currently 580 children in need who are of a Muslim faith, and 161 with Child Protection Plans.

Analysis on the changed proposal to mainstream some elements of the service and to redesign others is at a very early stage; however this initial analysis suggests that at least some of the strategic and outreach functions of the Muslim and African Families Service can become self-funding through offering these services to outside agencies.

2b)What are the equality implications of your proposal?

This savings proposal would slightly reduce the council's capacity to carry out targeted development of safeguarding work within the Muslim and African community in Tower Hamlets in relation to children, due to a greater emphasis being placed on income generation. The aim is that the work that is currently being carried out within the community will continue, albeit some of this will be on a self-funded basis. The casework functions will continue to be undertaken, other functions will be offered to outside agencies with a view to becoming self-funding.

Whilst the team will continue to do casework, there will be a small decrease in capacity. This will be managed by moving to a greater emphasis on providing guidance and specialist support to the mainstream social work teams to enable them to work effectively with Muslim and African Families. The benefit of this approach is that the expertise of the service will be spread more widely to reduce the reliance on a small group of staff to support these families. The service will still be involved in cases of greatest need where this is required.

The team also carry out outreach and strategic work. There will be a review of the outreach and strategic work carried out by the Muslim and African Families service as it is unlikely that this could be maintained at current levels due to the reduced capacity of the teams. Following public consultation on the original proposal to mainstream all the functions of the Muslim and African Families service, it is now being proposed that some or all of the outreach and strategic work be offered out to outside agencies with a view to these functions becoming self-funding, building on successful work already done both in the UK and abroad. Redesigning the strategic and outreach functions in this way enables them to continue with a focus that goes beyond Tower Hamlets. s.

The outreach and strategic work carried out by the service includes:

- Running awareness-raising sessions on child safeguarding/child protection (e.g. how to recognize abuse and neglect, how to deal with it) to religious and community leaders such as Imams, Islamic teachers and community educators.
- Running “Continuing the Dialogue” seminars with community leaders, community teachers, professionals and parents to reinforce the message.
- Running the 18-week “Caring Dads” programme for Bangladeshi fathers who have committed domestic violence and whose children are subject to child protection plans as a consequence of the domestic violence.
- Running the “African Pastor and Community Leaders Safeguarding group” and parenting sessions. These act as awareness-raising on harmful practices child protection such as spirit possession, female genital mutilation and physical chastisement, and also in practice act as support groups for people affected or involved in safeguarding procedures.
- Running the Reflective Practice Group which enables professionals from all LSCB partner agencies to get advice on working with African families.
- Providing LSCB “Safeguarding Black African Children and Families” training to professionals.
- Supporting and facilitating child protection investigations of allegations against imams and community educators (for example, staff use the relationships they have with people in the community to get information quickly).

The proposal to rationalise some functions of the Muslim and African Families and redesign others carries some risks but there are a number of ways these risks can be mitigated against.

- By redesigning some functions of the service, there is a risk that the quality of interactions between professionals (e.g. Social Workers and teachers) and the Muslim and African community would decrease if less expertise on working with Muslim and African families is available. Some of the feedback on this proposal gained through public consultation has been that staff who understand the Muslim and African communities and are able to act in a culturally-sensitive way are highly valued. Feedback was that many people in the community may stop engaging with mainstream children’s social care due to negative perceptions of staff in the service and sometimes high levels of mistrust.
- In redesigning some functions of the service, there is a risk that there will be a short-term reduction in the effectiveness of this work. This is because staff in the team have built up strong relationships with community leaders and professionals over a long period of time (this message came out strongly in the public consultation that was carried out) and these relationships would need time to build back up if new staff were involved. However, this also presents an opportunity for new relationships to be developed. Following the public consultation and revisions to the proposal, the African Families Service Coordinator/Muslim Children’s Safeguarding Coordinator posts will remain, which will prevent this risk from materialising.
- If more of the strategic and outreach functions of the service are offered out to outside agencies, there may be a less dedicated resource for Tower Hamlets. Ultimately this leads to a risk that the number of safeguarding/child protection incidents and alerts in the Muslim and African community for children would rise.

How these risks can be mitigated against:

- There are a number of staff within the mainstream children’s social care team who are Muslim or of a Black African ethnic background in line with having a workforce that reflects the community. These staff would be able to provide a culturally sensitive approach where needed, with ongoing support from the Muslim and African families service. The profile of staff who work in Children’s Social Care is set out below. It may take time for strong relationships between those staff and community leaders to be built up to the same extent, but this also presents an opportunity. Staff from all backgrounds have been provided with extensive training in engaging with these communities in a culturally sensitive way. The organization has the opportunity to make more effective use of the skills of the staff who have already been trained. A shift to enabling these staff to work across our communities will enable greater focus across the entire service on providing a culturally sensitive service, rather than relying on a small number of staff. This has the potential to improve the service to our community.
- Further staff training could be provided to mainstream social work staff to develop their expertise in working with the Muslim and African community.
- When redesigning the service, a full analysis can be carried out to ensure that the core needs of Tower Hamlets can be met. For example, if there is a need for a focus on a particular topic in Tower Hamlets, this can be carried out whilst also being offered to outside agencies.

The table below sets out the ethnic background of staff who work in Children’s Social Care:

Ethnic background	
Asian	9.3%
Bangladeshi	24%
Black	24%
Declined to state / missing	3.5%
Mixed	2.7%
Other	1.1%
Somali	1.3%
White	33.9%

In addition, 24.4% of staff in Children’s Social Care are of a Muslim faith. 32.5% are of a Christian faith. The profile of children in contact with the Children’s Social Care team is on the final page of this document.

Does the change reduce resources available to address inequality?

The service does not directly address inequality in the borough, however in public consultation several people felt the service provides a “bridge to integration”.

Does the change reduce resources available to support vulnerable residents?

Yes. Less dedicated support will be available to Muslim and African children and families who may be vulnerable and at risk of safeguarding concerns. The support will instead be provided by a smaller team, although the emphasis on growing capacity within mainstream Children's Social Care team has the potential to increase the resource supporting these families.

Does the change alter who is eligible for the service?

No

Does the change alter access to the service?

No

Does the change involve revenue raising?

Yes- from other organisations.

Does the change involve a reduction or removal of income transfers to service users?

No

Section3: Equality Impact Assessment

Target Groups	Impact– Positive or Adverse	Reason(s)
Race	Possibly adverse / positive	<ul style="list-style-type: none"> - <u>Adverse</u>: By reducing the capacity to carry out some functions of the service, there is a risk that the quality of interactions between professionals (e.g. Social Workers and teachers) and the Bangladeshi and African community would decrease if less expertise on working with Muslim and African families is available (83% of Muslims are ethnically Bangladeshi). Direct feedback from the families and staff is that families from the Black African community are initially more comfortable engaging with staff from the same community who will have an understanding of their culture and belief systems, and there is therefore a risk of this level of engagement decreasing. People in the community may stop engaging with mainstream children’s social care due to negative perceptions of staff in the service and sometimes high levels of mistrust. This can be mitigated against by utilising the skills and knowledge of the mainstream social work teams, some of whom have worked closely alongside the Muslim and African Families service and have received the training and developing the expertise to continue this work. This can be reinforced through further training. - <u>Positive</u>: Staff in the social work teams include those from an African and Bangladeshi ethnic background in line with having a workforce to reflect the community (please see previous page for more details) which may mean this is less of an issue than it might have been when the service was initially established. Using the expertise of the Muslim and African families services to build the existing capacity in these teams will ensure a more sustainable model for providing a culturally sensitive service to our community. • <u>Adverse</u>: If more of the strategic and outreach functions of the service are offered out to outside agencies, there will be a less dedicated resource for Tower Hamlets. Ultimately this leads to a risk that the number of safeguarding/child protection incidents and alerts in the Muslim and African community for children could rise. Professionals, community leaders and families are at risk of having less awareness and understanding of safeguarding/child protection if this service is deleted and may therefore be a higher risk of incidents (e.g. physical chastisement) occurring and a risk that incidents will not be dealt with as quickly and effectively. This risk can be

		<p>mitigated against when redesigning the service: A full analysis can be carried out to ensure that the core needs of Tower Hamlets can be met. For example, if there is a need for a focus on a particular topic in Tower Hamlets, this can be carried out whilst also being offered to outside agencies. The option that has been recommended is that these community services are still offered, however may have to be paid for by outside organisations. There is that risk that the community organisations decline to do this, leading to a reduction in our reach.</p> <ul style="list-style-type: none"> - <u>Positive</u>: Placing a greater emphasis of engaging with the African and Muslim communities within the Children’s Social Care team gives staff in more teams the opportunity to develop. . This will benefit families from these ethnic backgrounds.
Disability	Neutral	<ul style="list-style-type: none"> - The Muslim and African Families Service carries out a series of work designed to address safeguarding Children with a disability and individuals with Mental Health issues. This work will be continued as part of the work carried out by the core Children’s Social Care team and through redesigning the service.
Gender	Possibly adverse	<ul style="list-style-type: none"> - There is no impact on this group.
Gender Reassignment	Neutral	<ul style="list-style-type: none"> - There is no impact to this group.
Sexual Orientation	Neutral	<ul style="list-style-type: none"> - There is no impact to this group.
Religion or Belief	Possibly Adverse/possibly positive	<ul style="list-style-type: none"> - The Muslim and African Families service works primarily with the Muslim community and with the African Christian community. Due to the interplay of religion and ethnic background, all the impacts listed in the “race” section also apply to this section.
Age	Possibly adverse/possibly positive	<ul style="list-style-type: none"> - As this proposal is part of Children’s Social Care, any change will have the biggest impact on children. The impacts listed in the “race” section all apply to this section, and can be mitigated against in the same way.
Socio-economic	Neutral	<ul style="list-style-type: none"> - There is no impact to this group.
Marriage and Civil Partnership	Neutral	<ul style="list-style-type: none"> - There is no impact to this group.
Pregnancy and Maternity	Neutral	<ul style="list-style-type: none"> - There is no impact to this group

Section4: Equality Impact Assessment Action Plan

Adverse impact	Please describe the actions that will be taken to mitigate this impact
<p>There is a risk that the quality of interactions between professionals (e.g. Social Workers and teachers) and the Bangladeshi and African families would decrease if less expertise on working with Muslim and African families is available. People in the community may stop engaging with mainstream children’s social care due to negative perceptions of staff in the service and sometimes high levels of mistrust.</p>	<p>This can be mitigated against by utilising the skills and knowledge of the mainstream social work teams, some of whom who have worked closely alongside the Muslim and African Families service and have received the training and developing the expertise to continue this work. This can be reinforced through further training. Staff in these teams include those from an African and Bangladeshi ethnic background, in line with having a workforce to reflect the community.</p>
<p>There is a risk that the effectiveness of functions like safeguarding and criminal investigations for Muslim and African families may be negatively affected in the short-term, as staff in the current team are able to get information quickly and facilitate communication. Staff in the Muslim and African Families service have built up strong relationships with African and Bangladeshi religious and community leaders and families that have built up over time.</p>	<p>The Children’s Social Care team can take on this role, but it will take time to build these relationships back up with new staff. This also presents an opportunity for new relationships to be developed.</p> <p>In the current proposal, two out of the three roles will be retained, further mitigating against this risk.</p>
<p>There is a risk that the number of safeguarding/child protection incidents and alerts in the Muslim and African community for children would rise if the strategic and outreach functions of the service are offered out to outside agencies, as there will be a less dedicated resource for Tower Hamlets. Professionals, community leaders and families are at risk of having less awareness and understanding of safeguarding/child protection if this service is deleted and may therefore be a higher risk of incidents (e.g. physical chastisement) occurring and a risk that incidents will not be dealt with as quickly and effectively.</p>	<p>This risk can be mitigated against when redesigning the service: A full analysis can be carried out to ensure that the core needs of Tower Hamlets can be met. For example, if there is a need for a focus on a particular topic in Tower Hamlets, this can be carried out whilst also being offered to outside agencies.</p> <p>In the current proposal, two out of the three roles will be retained, further mitigating against this risk.</p>
<p>Women may be affected if the Bangladeshi “Caring Dads” programme is cannot be offered to Tower Hamlets residents</p>	<p>This can be mitigated against by reviewing whether the Children’s Social Care team or other statutory bodies have</p>

<p>at current levels. The 18-week rolling programme is for fathers who have committed domestic violence. Women may be at risk of domestic abuse as a result of fewer men attending this programme.</p>	<p>the capacity to help support this programme. The plan is that this service continues and is in fact strengthened by the income generation opportunities that are provided by this proposal. This is a unique service, with an existing track record of work with organisations across Europe, and there is likely to be a strong demand from other LA's for such a service.</p>
<p>The Muslim and African Families Service carries out a series of work designed to address safeguarding Children with a disability and individuals with Mental Health issues.</p>	<p>Some of the mainstream Children Social Care team have worked closely alongside the Muslim and African Families service, receiving the training and developing the expertise to continue this work. This can be reinforced through further training.</p> <p>In the current proposal, two out of the three roles will be retained, further mitigating against this risk.</p>

Appendix I: Breakdown of children in Children's Social Care According to Ethnic Background and Religion.

Ethnicity	Child in Need	Child Protection	Looked After
Asian (Any Other Asian Background)	25	2	6
Asian (Bangladeshi)	574	165	139
Asian (Indian)	6	4	1
Asian (Pakistani)	22	4	2
Black (African)	46	13	18
Black (Any Other Black Background)	17	10	3
Black (Caribbean)	29	6	22
Black (Somali)	31	11	4
Mixed (Any Other Mixed Background)	58	24	23
Mixed (White & Asian)	34	10	11
Mixed (White & Black African)	9	7	10
Mixed (White & Black Caribbean)	49	24	25
Other (Any Other Ethnic Group)	15	8	3
Other (Chinese)	7	0	2
Other (Information Not Yet Obtained)	13	5	4
Other (Refused)	1	0	0
Other (Vietnamese)	7	0	0
White (Any Other White Background)	52	11	19
White (Gypsy/Roma)	0	1	3
White (White - British)	189	56	73
White (White - Irish)	7	2	0
Not Recorded	60	3	5
Grand Total	1251	366	373

Religion	Child in Need	Child Protection	Looked After
Buddhist	1	0	4
Christian	179	51	87
Jewish	3	1	1
Muslim	580	161	165
No Religion	37	6	10
Not Stated	108	50	43
Other Religion	3	0	4
Sikh	1	4	0
Not Recorded	339	93	59
Grand Total	1251	366	373

TITLE:	Public Health - Mainstreaming early diagnosis						
DIR:	ESCW						
SERVICE:	PUBLIC HEALTH - CANCER ENHANCED SERVICE				REF:CD/PH007/15-16		
TEAM:	PUBLIC HEALTH				LEAD OFFICER: PAUL IGGULDEN		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Administrative Efficiencies	130	90			90	Lean: Service Re-Design and Consolidation	Yes
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>The proposed savings derive from the end of a one year £60,000 pilot programme during which additional funding is provided to the eight GP Networks to deliver enhanced work on the early diagnosis of cancer. The work involves using decision support tools and audit of new cancer cases to improve referrals, and targeted outreach and endorsement to increase the uptake of bowel cancer screening. The aim was that the pilot would last one year and the benefits of an improved process for inviting and tracking patients at risk with then be mainstreamed in to the cancer early diagnosis contracts with GPs which will continue.</p> <p>These benefits were realised and now the pilot will end; we are not therefore anticipating significant impact.</p> <p>We will continue to monitor the take up of bowel cancer screening and work with primary care to promote take up particularly amongst the lower participation groups.</p>							
IMPLICATIONS FOR CMT TO CONSIDER (Summarise impact on services provided, service users and health outcomes. Outline any risks to achievement of the saving.)							
None							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	Yes	Yes but the aim is that NHS England will deliver the service in future if it proves effective.					
Does the change reduce resources available to support vulnerable residents?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals **Full Equality Analysis**

Section 1: General Information

1a) Name of the savings proposal: Service Challenge Savings Proposal - GP Cancer Pilot Programme

1b) Service area: ESCW Public Health

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

The proposed savings derive from the end of a one year pilot programme during which additional funding is provided to the eight GP Networks to deliver additional work on the early diagnosis of cancer. The work involves using decision support tools and audit of new cancer cases to improve referrals, and targeted outreach and endorsement to increase the uptake of bowel cancer screening. The aim is that the pilot will last one year and the benefits of an improved process for inviting and tracking patients at risk will then be mainstreamed in to the cancer early diagnosis contracts with GPs which will continue.

2b) What are the equality implications of your proposal?

All savings proposals have been screened for equalities relevance using the test of relevance questionnaire attached (Appendix A).

Please go back to each of the test of relevance questions and **using evidence** please provide a more detailed analysis of the equality impact of your proposal.

Older people and ethnic minority elders particularly benefit from the service but the lessons from the pilot will improve targeting of those groups and be mainstreamed and therefore negative impacts will be minimal. The pilot is funded for one year to trial and then mainstream improved targeting of screening and early diagnosis. As benefits are mainstreamed we do not anticipate significant impacts. The main primary care service will continue and we are investigating whether elements of the pilot programme can be continued for a longer period with other sources of funding..

No feedback on this saving proposal was received through the public consultation exercise.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Neutral	No additional adverse impact identified
Disability	Neutral	No additional adverse impact identified
Gender	Neutral	No additional adverse impact identified
Gender Reassignment	Neutral	No additional adverse impact identified
Sexual Orientation	Neutral	No additional adverse impact identified
Religion or Belief	Neutral	No additional adverse impact identified
Age	Neutral	No additional adverse impact identified
Marriage and Civil Partnerships.	Neutral	No additional adverse impact identified
Pregnancy and Maternity	Neutral	No additional adverse impact identified
Other Socio-economic Carers	Neutral	No additional adverse impact identified

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact <i>(all the actions below will be included within the overall action plan for the closure of Aldgate Hostel)</i>
None	

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.
See above action plan.

Impacts will be monitored through the regular (quarterly) monitoring process that is undertaken with the GP network public health services.

TITLE:	Second Phase of Planned Finance Reorganisation						
DIR:	RES						
SERVICE:	Corporate Finance					REF: RES004	
TEAM:						LEAD OFFICER: Barry Scarr	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	3,939	350			350	Lean: Service Re-Design & Consolidation	Yes
FTE Reductions	102	10			10		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The finance re-organisation implemented during 2013-14 achieved savings of £500k pa. There needs to a period of bedding in following these changes. However a second phase of change has been discussed and agreed as a preferred way forward by FSG, which could significantly rationalise head count.</p> <p>This is estimated to achieve gross annual savings of £945K with a one off investment of £650K. This could be higher (albeit generating savings to the HRA) if THH were to be included.</p> <p>The rationale is based on the principle that the current structure of 112 FTE (including trainees and fixed term contracts) is comparatively still high when benchmarked with other Councils, with opportunities for further reductions through streamlining processes supported by systems change, alongside reductions in non-essential controllable spend.</p> <p>Reorganisation and consolidation could be achieved in 2 stages. By building on our HR policies including ER/VR, savings across the Council could be achieved from April 2015 saving £150-£200k, with formal processes for phase 2 consolidation commencing mid-year 2015/16 with target completion of the 3rd quarter. The overall savings target for 2015/16 would be £350k, with a further £595k delivered in 2016/17. An overall saving of £945k.</p> <p>Therefore to achieve Phase 2 it is necessary to :-</p> <ul style="list-style-type: none"> • Significantly improve process efficiency both within finance and also within all the connections finance have with stakeholders • Invest in system changes to achieve a significant proportion of the process improvements • Further develop supportive culture change initiatives across all areas <p>This therefore requires specific investment in people, process and system change consistent with the original principles set out in the overall case for finance transformation in 2011/12 which highlighted the necessity for a second Phase to move beyond a basic start point</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>The work involved in streamlining financial process, will therefore refocus the work of all finance personnel on priorities and effective servicing of those priorities. There is therefore a secondary effect from the proposal in strengthening finance support to the Council's and Mayor's strategic priorities.</p> <p>Risks area: • That not all members of the Financial Strategy Group and Resources DMT buy into Phase 2 rationalisation</p> <ul style="list-style-type: none"> • That Agilisys are unable to satisfy the Council that they have the skills and expertise to provide the changes needed to the standard, quality, time and cost required • That CMT do not support the further centralisation of Resources services therefore limiting opportunities • That the development of Agresso and other systems and interfaces are delayed or not focussed on reducing opportunities and efficiencies which will realise the required savings 							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						

Does the change alter access to the service?	Yes	A further reduction of the establishment for Financial Services, regardless of transfer to a third party will transfer some functionality to the business and will change the way in which finance support is provided within the organisation included access to these services. It is not expected that any equality strand will be adversely affected.
Does the change involve revenue raising?	No	
Does the change involve a reduction or removal of income transfers to service users?	No	
Does the change affect who provides the service, i.e. outside organisations?		As part of the project business case, assessment of sourcing options will form a component of the business case
CHANGES TO STAFFING		
Does the change involve a reduction in staff?	Yes	It is not expected that any equality strand will be adversely affected.
Does the change involve a redesign of the roles of staff?	Yes	It is not expected that any equality strand will be adversely affected.

TITLE:	Reduction of Controllable Costs - Supplies and Services						
DIR:	RES						
SERVICE:	Reduction of controllable costs – Supplies and					REF: RES008	
TEAM:						LEAD OFFICER: TBC	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	833	150			150	Better Budget Management	No
FTE Reductions	N/A	N/A			N/A		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The Resources budget for 2012/13 identifies £3.9m in Supplies and Services. Of which, £833K has been identified as controllable and a reduction of 15% is proposed. The CIPFA subjective breakdown for supplies and services includes;</p> <ul style="list-style-type: none"> • Equipment, furniture and materials • Catering • Clothes, uniform and laundry • Printing, stationery and general office expenses • Services • Communication and computing • Members' allowance • Expenses • Grants and subscriptions • Private Finance Initiatives and Public Private Partnership schemes • Contribution to provisions • Miscellaneous expenses <p>This would include, for example, a reduction in the costs of printing, paper, envelopes and postage for bills and reminders in respect of Council Tax & Business Rates by issuing SMS and electronic reminders and increasing electronic contact through improved online services and auto updates from online forms.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
None							

TITLE:		Recovery of Court Costs					
DIR:		RES					
SERVICE:		Revenue Services				REF: RES009	
TEAM:						LEAD OFFICER: Roger Jones	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
	1,400	100			100	Income Optimisation	Yes
FTE Reductions	N/A	N/A			N/A		
DETAILS OF SAVINGS OPPORTUNITY							
<p>This proposal involves reviewing options for increasing revenue through increasing court costs to residents who fail to pay Council Tax and Business Rates. Revenue Services collect in the region of £1.4m each year in respect of Court Costs charged to residents who fail to pay Council Tax and Business Rates payments. The level of costs charged has not been increased for 4 years. This proposal is to add £10.00 per summons resulting in the costs of a summons for Council Tax being £100.00 and £160.00 for Business Rates.</p> <p>Vulnerable residents will not be affected as the council currently has measures in place to exempt those residents who are unable to pay Council Tax due to being on low incomes. This means that people in households with a low income receive up to a 100% discount on their council tax. There is clear guidance on dealing with vulnerability in the Council's Corporate Debt Recovery Policy and there is always opportunity to negotiate with the taxpayer on the level of costs charged, where it can be demonstrated that it would be unreasonable to charge the full level of costs.</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
This increase would have to be agreed by Thames Magistrates' Court in advance of passing the charge on to the debtor. Some courts have refused applications to increase costs.							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

Budget Savings Proposals Full Equality Analysis

Section 1: General Information

1a) Name of the savings proposal

Recovery of court costs

1b) Service area

Revenue Services

1c) Service manager

Roger Jones

1d) Name and role of the officer/s completing the analysis

Roger Jones

Head of Revenue Services

Section 2: Information about changes to services

2a) In brief please explain the savings proposals and the reasons for this change

Revenue Services collect in the region of £1.4m each year in respect of Court Costs charged to residents who default on Council Tax and Business Rates payments. The level of costs charged has not been increased for 4 years. This proposal is to add £10.00 per summons resulting in the costs of a summons for Council tax being £100.00 and £160.00 for Business Rates. Based on the number of summons issued in 12/13 we would expect to generate additional income in the region of £100K.

2b) What are the equality implications of your proposal?

All savings proposals have been screened for equalities relevance using the test of relevance questionnaire attached (Appendix A).

Please go back to each of the test of relevance questions and **using evidence** please provide a more detailed analysis of the equality impact of your proposal.

There is currently no equalities data available on residents receiving a courts summons. The change to the level of costs will affect all taxpayers equally who default on their payments and progress through the enforcement process. This is an automated process and will follow a clearly defined statutory process. It is worth noting that the Council is only making an application for costs which the Magistrate can refuse or reduce to a lower amount. within the authority of the magistrate to determine the level of the settlement owed to the Council.

The council also has a legal duty to carry out consultation with service users and employees as part of developing its programme to deliver significant savings, which are set out in the Medium Term Financial Plan. This took place as part of the Your Borough Your Voice campaign in September and October 2014. This savings opportunity was included as part of the consultation and in total eight people responded to questions relating to the proposed increase of Court Costs. The responses were all supportive of the proposal, but suggested caution over the potential impact for low income families and vulnerable residents.

There is clear guidance on dealing with Vulnerability in the Council's Corporate Debt Recovery Policy and there is always opportunity to negotiate with the taxpayer on the level of costs charged, where it can be demonstrated that it would be unreasonable to charge the full level of costs.

The consultation also raised the potential of changing the enforcement process. The collection of Council Tax, however, is governed by a statutory process by which all local authorities must operate. There is very limited scope to make any changes without legislative amendments.

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Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact. This analysis will inform the decision making process

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Target Groups What impact will the proposal have on specific groups of service users and staff?	Impact – Positive or Adverse	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making
Race	Possibility of Adverse Effect	Court Costs will be payable by all Council Tax Payers and Ratepayers where payment has not been made as requested and the accounts has progressed through the enforcement process. The Civica Open Revenues System does not hold equalities data but this change will affect all local taxpayers equally and will progress in accordance with the statutory process.
Disability	Possibility of Adverse Effect	Court Costs will be payable by all Council Tax Payers and Ratepayers where payment has not been made as requested and the accounts has progressed through the enforcement process. The Civica Open Revenues System does not hold equalities data but this change will affect all local taxpayers equally and will progress in accordance with the statutory process.
Gender	Possibility of Adverse Effect	Court Costs will be payable by all Council Tax Payers and Ratepayers where payment has not been made as requested and the accounts has progressed through the enforcement process. The Civica

		Open Revenues System does not hold equalities data but this change will affect all local taxpayers equally and will progress in accordance with the statutory process.
Gender Reassignment	Possibility of Adverse Effect	Court Costs will be payable by all Council Tax Payers and Ratepayers where payment has not been made as requested and the accounts has progressed through the enforcement process. The Civica Open Revenues System does not hold equalities data but this change will affect all local taxpayers equally and will progress in accordance with the statutory process.
Sexual Orientation	Possibility of Adverse Effect	Court Costs will be payable by all Council Tax Payers and Ratepayers where payment has not been made as requested and the accounts has progressed through the enforcement process. The Civica Open Revenues System does not hold equalities data but this change will affect all local taxpayers equally and will progress in accordance with the statutory process.
Religion or Belief	Possibility of Adverse Effect	Court Costs will be payable by all Council Tax Payers and Ratepayers where payment has not been made as requested and the accounts has progressed through the enforcement process. The Civica Open Revenues System does not hold equalities data but this change will affect all local taxpayers equally and will progress in accordance with the statutory process.
Age	Possibility of Adverse Effect	Court Costs will be payable by all Council Tax Payers and Ratepayers where payment has not been made as requested and the accounts has progressed through the enforcement process. The Civica Open Revenues System does not hold equalities data but this change will affect all local taxpayers equally and will progress in accordance with the statutory process.
Socio-economic	Possibility of Adverse Effect	The Council operates a Local Council Tax Reduction Scheme which is a means tested discount operating in the same way as Council Tax benefit. Up to 100% discount can be awarded and currently the total award is £28m to council tax payers on low income. At annual billing this year there were 24,661 cases receiving 100% discount and 10,569 receiving partial discount.
Marriage and Civil Partnerships.	Possibility of Adverse Effect	Court Costs will be payable by all Council Tax Payers and Ratepayers where payment has not been made as requested and the accounts has progressed through the enforcement process. The Civica Open Revenues System does not hold equalities data but this change will affect all local taxpayers equally and will progress in accordance with the statutory process.
Pregnancy and Maternity	Possibility of Adverse Effect	Court Costs will be payable by all Council Tax Payers and Ratepayers where payment has not been made as requested and the accounts has progressed through the enforcement process. The Civica Open Revenues System does not hold equalities data but this change will affect all local taxpayers equally and will progress in accordance with the statutory process.
Other		

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
Increase the level of debt to the taxpayer	There is clear guidance on dealing with Vulnerability in the Council's Corporate Debt Recovery Policy and there is always opportunity to negotiate with the taxpayer on the level of costs charged, where it can be demonstrated that it would be unreasonable to charge the full level of costs.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.

The level and number of cases progressing through the enforcement process is monitored every year. Explore the possibility of introducing a module to support the collection of equalities data. The cost of introducing this could, however, undermine the potential level of savings.

TITLE:		Delivering NVQ Support through Local Providers					
DIR:		RES					
SERVICE:		HR & WD			REF: RES011		
TEAM:		Workforce Development			LEAD OFFICER: Simon Kilbey		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Reducing the Capacity of NVQ Centre		205			205	Lean: Service Re-Design & Consolidation	Yes
FTE Reductions	11	4			4		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The Vocational Team provide support to the delivery of NVQ programmes for Apprentices in Health & Social Care and Business Admin. The level of support required to facilitate the Apprenticeship programme has reduced as a result of the WFRC action plan to develop and grow our own talent. Managers, as part of their succession planning, have identified a need for professional apprenticeships rather than the more traditional business admin. Retention rates should increase as roles are identified at the end of apprenticeships. New Apprenticeships are developed for which the qualification training is provided by external colleges because it is not within functional capability of existing assessors. There are currently 8 Vocational Officers, 1 Centre Co-ordinator and 2 team leaders and this proposal reduces the overall number to 7. All posts are occupied. It is proposed that 4 posts are deleted from this structure and qualification training (1 training day per week) assessments and additional training currently carried by the service will be provided through local colleges.</p> <p>Essentially the Vocational Team in Workforce Development provides support to the delivery of NVQ programmes for Apprentices in Health & Social Care and Business Admin. The numbers of Apprentices supported on these programmes is reducing as new Apprenticeships are developed for which the qualification training is provided by external colleges because it is not within the functional capability of existing Training (Vocational) Officers in the team.</p> <p>New Apprenticeships are being developed in the context of workforce and succession planning. This gives wider opportunities for the community generally and also enhances the opportunities for continued employment once the Apprenticeship is completed. The opportunities for continuing employment for Business Admin Apprentices within the Council are becoming increasingly limited although our Apprentices are, of course, well equipped to find employment with other organisations in close proximity.</p> <p>The number of Apprentices supported by the team is currently 39. Others are receiving their training through local colleges. A further 14 are planned, only 8 of which will be Business Admin. As outlined above the functional capability of the team only allows them to support Business Admin and Health and Social Care Apprentices and apprenticeships are now being developed in areas linked to workforce planning to provide greater opportunity for continued employment, for example, Youth Work, Building Control and Catering.</p> <p>The above demonstrates that there is currently a low ratio of Apprentices to Vocational Officers – even with the new intake this is just under 6 Apprentices to 1 Vocational Officer. It should be noted that generally Apprentices receive 1 day's training per week, with the remainder of the time spent on gaining experience in the workplace.</p> <p>Increasing the ratio of Apprentices to Vocational Officer produces significant savings without impacting on the number of apprenticeships which can be offered. The proposal would involve reducing the number of Vocational Officers to 5 and combining the duties of the 2 Team Leaders so as to reduce the number of Managers within the team, resulting in the deletion of 4 posts in total.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>The level of Apprenticeships delivered through the local authority, will not be impacted.</p> <p>There is a risk, however, that the identified employees affected do not take up voluntary redundancy.</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						

Does the change involve a reduction or removal of income transfers to service users?	No	
Does the change affect who provides the service, i.e. outside organisations?	Yes	Assessments and additional training currently carried by the service will be provided through local colleges.
CHANGES TO STAFFING		
Does the change involve a reduction in staff?	Yes	There are currently 8 Vocational Officers, 1 Centre Co-ordinator and 2 team leaders and this proposal reduces the overall number to 7. All posts are occupied. It is proposed that 4 posts are deleted from this structure and qualification training (1 training day per week) assessments and additional training currently carried by the service will be provided through local colleges.
Does the change involve a redesign of the roles of staff?	No	

TITLE:	Rationalise Structure of Consultancy Services						
DIR:	RES						
SERVICE:	HR & WD				REF: RES012		
TEAM:					LEAD OFFICER: Simon Kilby		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
		130			130	Lean: Downsizing Teams	Yes
FTE Reductions	23	3			3		
DETAILS OF SAVINGS OPPORTUNITY							
<p>The Consultancy Service currently has 5 tiers of staff. It is proposed to combine the current roles of Business Partners and Assistant Business Partners. Volumes of casework and organisational change mean that the service still needs to be available to support managers but it is envisaged that the number of posts for 15/16 can be reduced by three with limited impact on managers. However, there will need to be additional training for managers to ensure compliance with council procedures. That training will be delivered within existing resources.</p> <p>At a time when Business Partner resources will be diverted to support the savings programme and organisational change this reduction will impact on business as usual services such as support to managers dealing with sickness cases grievances and disciplinarys.</p> <p>These changes can take effect from 1st April 2015</p>							
IMPLICATIONS TO CONSIDER							
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>Managers will need to take more ownership for performance management of staff. HR will have reduced time to monitor compliance with HR procedures</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	Yes	This leads to overall reduction in services provided to managers e.g. sickness interviews, letters, basic casework.					
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	Yes	reduction of 3 posts					
Does the change involve a redesign of the roles of staff?	Yes	Not significantly, structure will be flatter					

TITLE:	Vacancy Management - Customer Access						
DIR:	RES						
SERVICE:	Customer Access					REF: RES0024	
TEAM:	Customer Access					LEAD OFFICER: Keith Paulin	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Administrative Efficiencies	4,544	125			125	Lean: Service Re-Design & Consolidation	No
FTE Reductions	77.8	2.6			2.6		
DETAILS OF SAVINGS OPPORTUNITY							
There are currently four vacant posts (2.6 FTE) in the One Stop Shop structure which are not being covered by agency or temporary staff. Deleting these posts from the permanent structure will generate a saving of £104k As the posts are not being covered, their deletion will not impact on staffing levels, service delivery or performance. The balance of the saving requirement will be made from continued savings on the Out Of Hours telephony contract.							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

TITLE:		Temporary & Agency Staff contract					
DIR:		RES					
SERVICE:		Finance and Procurement				REF: RES025	
TEAM:		Procurement				LEAD OFFICER: Zamil Ahmed	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Temporary & Agency Staff contract		800			800	Lean: Service Re-Design & Consolidation	No
FTE Reductions	N/A	0			0		
DETAILS OF SAVINGS OPPORTUNITY							
<p>Following the expiry of the Council's Temporary and Agency contract in March 2013, Council entered into a new three year contract with Comensura in April 2013 following approval by Competition Board.</p> <p>The new framework pricing resulted in achieving 42% reduction in Management Fees previously paid to Comensura and an estimated £800k savings from reduction in agency margins.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
The above savings will only be possible if we can continue to capture the savings centrally as done since April 2013 to date. The savings outlined above is based on reduction on current rates without any reduction in staff or transfer of staff.							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
Does the change involve direct Impact on front line services?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
Does the Change involve Local Suppliers being affected ?	No						
Does the change affect the Third Sector?	No						
Does the change affect Assets?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

TITLE:		Corporate Reserves Contingency Review					
DIR:		RES					
SERVICE:						REF: CD002/15-16	
TEAM:		Corporate Finance				LEAD OFFICER: Chris Holme	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Review of Corporate Contingencies	5,152	3,000			3,000	Financial Adjustments	No
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
Review and reduction of current corporate general contingencies by £3m. The change is a budgetary adjustment and can be implemented immediately once cabinet approval is secured. A benchmarking exercise has been undertaken to review how much other local authorities hold as corporate contingencies to cover unforeseen risks in the year. The amount proposed reduces the total budget retained and aligns it with similar local authorities.							
IMPLICATIONS FOR CONSIDERATION including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
This opportunity will reduce the councils overall provision in contingencies to cover unforeseen risks. However, with decreasing resources, it is necessary to reduce the levels of general contingencies to help reduce the impact on front line services. The success of this change will be dependent on managing directorate and corporate risks more effectively, particular the need for all approved savings to be delivered and non-delivery risks managed within directorates. There is a risk to the MTFP if the council's growth pressures increase as a result of changes in legislation or funding.							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						
Does the change reduce resources available to support vulnerable residents?	No						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	No						
Does the change involve a reduction or removal of income transfers to	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

TITLE:		Council Tax Efficiencies					
DIR:		RES					
SERVICE:		Revenues				REF: RES022/15-16	
TEAM:		Council Tax				LEAD OFFICER: Roger Jones	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Council Tax Income Optimisation	66,396	335			335	Income Optimisation	No
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>There are large numbers of student exemptions and disregards in Tower Hamlets reducing the yield from the Taxbase. Currently we have 1800 students receiving a 25% discount and 6000 students receiving 100% discount on their council tax bills. A complete audit of certificates and educational establishments and qualifying courses needs to be carried out to help minimise fraudulent activity in this area and increase the yield from the Taxbase.</p>							
IMPLICATIONS FOR CONSIDERATION including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>It is possible that the current 7,800 students receiving either 25% or 100% discounts may all be fully entitled to the discount and no additional income can be generated, however, this is unlikely. A similar exercise was carried out recently in a neighbouring borough with similar student demographics. The borough was able to generate an additional £500k council tax income through review and verification of student discount exemptions.</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	Yes	One additional invest to save post.					
Does the change reduce resources available to support vulnerable residents?	Yes						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	Yes	Within existing parameters.					
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

TITLE:		Employment Options Programme					
DIR:		RES					
SERVICE:		HR & WORKFORCE DEVELOPMENT				REF: RES023	
TEAM:		LEAD OFFICER: MARK KEEBLE					
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Administrative Efficiencies		3,900	0	0	3,900	Lean: Downsizing Teams	Yes
FTE Reductions		104			104		
DETAILS OF SAVINGS OPPORTUNITY							
<p>This savings opportunity will contribute additional savings opportunities and provide information to support delivery of Service Challenge options that have staffing implications.</p> <p>Over 800 requests were submitted by staff for voluntary redundancy/early retirement, flexible retirement, flexible working (reduced hours and term-term only working) and premature retirement, 500 of which have expressed an interest for leaving or changing their hours before the end of March 2015.</p> <p>Directorates have provisionally identified 100 requests that can be supported to progress either through further restructures (in addition to those identified in the Service Challenge process) or without significant changes to structures.</p> <p>Requests are only being supported if they provide a genuine saving to the general fund and do not have an impact on service delivery. Staff in posts that are suitable for providing a bumped redundancy opportunity have also been identified.</p> <p>Service based criteria are in place to take into account requests from those employees working in areas of skills shortages, recruitment or retention difficulties or delivering the Council's strategic priorities. Employees working in roles in traded or income generating services are also unlikely to be released unless they provide a 'bumped' redundancy opportunity.</p>							
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>The approach has been agreed with Trade Union representatives.</p> <p>Internal Audit have identified the key stages and processes that will be used to manage staff exits to ensure robust controls are in place for making payments and evidencing delivery of savings to the General Fund.</p> <p>Decisions on specific budget savings proposals to deliver the MTFP are an executive function which will require approval from Cabinet to pursue. Cabinet can decide on a strategy of delivering budget savings with an aim of avoiding compulsory redundancies and can consider staffing issues within the general duty of local authorities to have due regard to the need to eliminate discrimination under the Equality Act 2010.</p> <p>Staffing is a non-executive function by virtue of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000. All staffing matters up to Chief and Deputy Chief Officer (broadly up to Service Head level) are delegated to the Head of Paid Service. See Para 3.1.1.11 Item 37 of the Constitution (page 78). The Head of Paid Service has power to implement an ER/VR programme for the staff within his remit if he decides that is an appropriate way to achieve the savings required by the Executive. By virtue of the corporate scheme of delegation ER/VR is delegated on to Directors and Heads of Service. See para 6.5 (page 126). Chief and Deputy Chief Officer posts (those referred to in Item 37 as being appointments reserved to the Appointments Sub-Committee) are not delegated to officers.</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	No						

Does the change reduce resources available to support vulnerable residents?	No	
CHANGES TO A SERVICE		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Does the change involve revenue raising?	No	
Does the change involve a reduction or removal of income transfers to service users?	No	
Does the change affect who provides the service, i.e. outside organisations?	No	
CHANGES TO STAFFING		
Does the change involve a reduction in staff?	Yes	An initial equality impact assessment has been completed and has been updated to reflect the profile of employees submitting requests. This will be compared against the outcomes agreed by People Board once outcomes are known. Each savings opportunity (restructure) that requires formal consultation will have a separate equalities assessment completed.
Does the change involve a redesign of the roles of staff?	No	Any staffing changes that would have this impact will be progressed as separate savings opportunities

Employment Options Programme Full Equality Impact Assessment (EQIA)

Section 1: General Information

1a) Area of reorganisation

Employment Options Programme which aims to inform Council wide workforce savings through voluntary redundancy, early retirement, flexible working and flexible retirement to minimise the risk of compulsory redundancies and inform workforce planning.

1b) Service area

All Services

1c) Service Head

Simon Kilbey, lead Service Head.

1d) Name and role of the officer/s completing the EQIA

Mark Keeble, Senior HR&WD Business Partner, Project Lead

Section 2: Information about changes

2a) In brief please explain the reorganisation and the reasons for this change

On 23rd July 2014, the Council's Cabinet were informed that during the three financial years from 2011/12 to 2013/14 the Council has successfully delivered savings in the region of £25m each year to ensure it has a balanced budget. At a national level, the Government's deficit reduction policies (austerity) are set to continue for the foreseeable future. The Council's estimated savings requirement in 2015/16 and beyond, even after planned use of general reserves, is expected to be £28m for 2015/16 with further significant savings required thereafter.

Following a period for employees to submit expressions of interest, Directorate's reviewed the requests which were then subject to scrutiny and challenge by People Board who decided whether the outcome would be either:

1. In scope of Service Challenge – the process through which senior managers have put developed and forward savings options as part of the Medium Term Financial Plan;
2. Additional Restructure – situations where an opportunity to review the structure of a team was identified when considering an employee's request;
3. Progress outside Restructure – the employee's request can be accepted without the need for wider changes to a team's structure or the duties or workloads of other team members;
4. Suitable for Bumped Redundancy – situations where the needs of the service do not allow a post to be deleted but the nature of the post in terms of skills and experience required indicate it could be suitable as a redeployment opportunity for an employee at risk of compulsory redundancy with a reasonable period of time and funding provided for additional training;
5. Future request – the employee's request is for one of the two years after 1 April 2015 and is not in scope of a Service Challenge savings option; or,
6. Cannot be Progressed – the employee's post cannot be deleted without an adverse impact on service deliver or would not deliver a saving to the General Fund. The skills and experience required to carry out the duties of the post are specialist in nature and/or require specific qualifications that are not available elsewhere in the Council's workforce so are not suitable for bumped redundancy.

Comprehensive guidance was produced to support the decision making process. This set out the service focused criteria against which requests were considered. The guidance was produced following discussions with all Directorate Management Teams and was finalised following a period of consultation with Trade Unions. A total of 811 requests were received.

2b) What are the equality implications of your proposal?

Employees aged 55 and over are more likely to request voluntary redundancy in order to access their pension benefits under early retirement provisions of the LGPS. The impact this could have on the workforce is considered in Section 3 below. However, because of the high number of staff aged 55 and over expressing an interest, those employees who applied are more likely to be White, Christian or Disabled because of the increased representation of these groups above this age. It should be emphasised that this is a voluntary process for staff to express an interest.

An initial equalities assessment was undertaken at the start of the Programme which included an analysis of the Council's workforce against which decisions and future changes could be benchmarked. This EQIA is the second for the programme, which analyses requests from staff and the impact of People Board decisions on the workforce. EQIAs will also be undertaken for every restructure as part of the formal consultation process with employees and trade unions, including analysis of the job matching lists.

A further EQIA will be undertaken to assess the composition of the workforce once the outcome of the consultation processes have been implemented.

For comparison, between 2010 and 2012 when 329 staff left due to redundancy during the LEAN programme, 39% were aged 55 or over compared to 24% of the workforce overall being in this age group. 7.3% had declared a disability compared to 5.4% of the workforce – the information in section 3 below shows a direct correlation between age and disability.

Recommendation

2c) What is the cumulative equality impact of your proposal?

The cumulative impact of decisions to date on Workforce to Reflect the Community Indicators is below. These figures are indicative at this time as they assume all staff who have an outcome of: 1. In scope of a service challenge restructure; 2. Additional Restructure; or, 3. Progress outside of a formal restructure leave the Council. In reality this is unlikely as not every post in scope of Service Challenge/or Additional Restructure will be deleted and only approximately 80% of staff who will go through an Additional Restructure are expected to have VR/ER agreed.

Table 1: Current Workforce to Reflect the Community Performance Indicators and Predicted Impact of Employment Options Programme

Workforce to Reflect the Community Performance Indicator*	Current Performance %	Predicted Impact of Decisions %	Target %
% of senior managers grade LPO7 and above that are BME	25.4	27.4	30.0
% of senior managers grade LPO7 and above that are Disabled	5.6	6.4	6.2
% of senior managers grade LPO7 and above that are Female	49.5	50.5	50.0
% of all employees that are Bangladeshi	23.3	24.5	27.0
% of all employees that are BME	54.8	56.2	49.0
% of all employees that are Disabled*	5.4	5.1	5.5

**Notes - the Council's workforce diversity indicators are calculated based on guidance published by the Audit Commission for Best Value Performance Indicators. Therefore, employees with multiple posts (jobs) are only counted once and excludes some temporary employees e.g. those with short contracts. Other figures quoting the size of the workforce in other documents will be higher as they are based on the number of posts. The data used to analyse the equalities impact of Employment Options in Section 3 provides a breakdown of all employees equalities monitoring responses. For disability this includes those employees who have failed to respond to the question on whether they are disabled.*

The above shows the overall impact on workforce to reflect the community indicators would be positive in 5 out of 6 areas. The reduction in the % of the workforce that is disabled is a result of 23 employees who declared a disability that could leave the Council. The reasons for this and the impact on other aspects of the council's workforce are explored in Section 3 below.

Analysis in Section 3 below has identified a potential adverse impact in terms of gender for which mitigating actions are being put in place to address any issues identified with specific Service Challenge options. It is hoped that the Council will be able to retain all staff that want to remain through a combination of redeployment, bumped redundancy and retraining. Staff that wish to move on will be offered support to help find alternative employment for which the Council will identify and work with partner organisations that can offer assistance.

Section 3: Equality Impact Assessment

With reference to the analysis above, for each of the equality strands in the table below please record and evidence your conclusions around equality impact in relation to the savings proposal.

<p>Race</p> <p><i>Identify the effect of the policy on different racial groups.</i></p>	<p>Will the change in your policy/service have an adverse impact on specific ethnic groups? None identified at this stage that cannot be justified/explained.</p>									
	<p>The profile of the Council's workforce at the start of the Programme is as detailed in Table 2 below. Also detailed below is a percentage breakdown of expression of interests received (% of the total number of expression of interests received).</p>									
	<p>Table 2: Ethnicity Profile of the Council's Workforce and Employment Options Requests (all figures %):</p>									
		Asian %	Bangladeshi %	Black %	Declined to state %	Missing %	Mixed %	Other %	Somali %	White %
	Workforce (March 2014)	6	22.7	18.7	0.7	4.6	2.3	1.1	1.1	42.8
Employment Options Requests	4.3	8.4	22.2	0.4	1.9	1.9	0.4	0.8	59.7	
Difference	-1.7	-14.3	3.5	-0.3	-2.7	-0.4	-0.7	-0.3	16.9	
	<p>The age profile of staff impacts significantly on the ethnicity profile at age 55 and above and this is the age at which pension benefits are released in the event of an employee being made redundant (whether voluntary or compulsory) and has resulted in 57.6% of Employment Options Requests coming from employees aged 55 and over compared to 17.6% in the workforce.</p> <p>Under age 55, 26% of staff are Bangladeshi compared to 6% over age 55. The figures for Asian staff (excluding Bangladeshi) are 7.3% and 4.9% respectively whilst White staff make up 38% of the workforce under age 55 compared to 63% over age 55. There is no difference in the % of the workforce that is Black over or under 55. Initial analysis has not identified any explanation for the higher proportion of Black staff submitting requests although this EQIA will be discussed with Trade Unions and Staff Equality Forums.</p> <p>The profile of the employees within each outcome is detailed in Table 3 below (% of the number of employees that received</p>									

each outcome).

Table 3: Ethnicity Profile of the Employment Options Outcomes (all figures %):

Employment Options Outcome	Asian %	Bangladeshi %	Black %	Declined to State %	Missing %	Mixed %	Other %	Somali %	White %
1. In scope of Service Challenge (154 employees)	4.08	7.14	25.51	1.02	3.06	3.06	0.00	1.02	55.10
2. Additional Restructure (120 employees)	6.00	6.00	11.00	1.00	4.00	1.00	1.00	0.00	70.00
3. Progress outside Restructure (43 employees)	6.82	11.36	22.73	0.00	0.00	0.00	0.00	0.00	59.09
4. Suitable for Bumped Redundancy (178 employees)	3.66	6.81	19.37	0.00	1.57	2.09	0.00	1.05	65.45
5. Future request (183 employees)	3.10	12.83	30.97	0.00	1.77	2.21	0.44	0.88	47.79
6. Cannot be Progressed (133 employees)	6.58	9.87	17.11	0.66	2.63	0.66	1.32	0.66	60.53

The representation of each ethnicity within each outcome can fluctuate although in broad terms are in line with the overall proportion of requests from each group. None of the workforce indicators that monitor ethnicity are expected to be negatively impacted by the decisions (see section 2c above).

Disability

Identify the effect of the policy on different disability

Will the change in your policy/service have an adverse impact on disabled people? **None identified at this stage that cannot be justified/explained.**

The profile of the Council's workforce at the start of the Programme is as detailed in Table 4 below. Also detailed below is a percentage breakdown of expression of interests received (% of the total number of expression of interests received).

groups

Table 4: Disability Profile of the Council's Workforce and Employment Options Requests (all figures %):

	Yes %	No %	No Data %	Declined to State %
Workforce	4.3	75.9	10.5	9.3
Employment Options Requests	6	77.2	4.6	12.6
Difference	1.7	1.3	-6.9	3.3

There is proportion of disabled employees submitting a request is higher than their representation in the workforce as a whole. The figure of 4.3% is different to that reported in section 2c above. This is because the performance indicator excludes staff who have provided no data on whether they are disabled. The reason for the higher representation amongst requests is due to the 5.9% of employees in the workforce aged 55 and over who are disabled compared to 3.9% below this age.

The profile of the employees within each outcome is detailed in Table 5 below (% of the number of employees that received each outcome).

The representation of disabled staff within each outcome can fluctuate although in broad terms are in line with the overall proportion of requests from each group. The adverse impact on the workforce indicator for the % of the Council's workforce that is disabled is explained due to the age profile of employees submitting requests and the increased incidence of disability as employees get older. However, there is a positive impact on the % of senior managers that are disabled (see section 2c above). There are still 9% of the Council's workforce that have not responded to the disability question on the Council's monitoring questionnaire. This will be addressed through the next staff equality data audit. An additional questionnaire will be introduced to check the reasons why disabled staff wish to leave the organisation to ensure that work related issues are not the main driver.

Table 5: Disability Profile of the Employment Options Outcomes (all figures %):

Employment Options Outcome	Yes %	No %	No Data %	Declined to State %
1. In scope of Service Challenge (154 employees)	8.16	75.51	1.02	15.31
2. Additional Restructure (120 employees)	6.00	79.00	6.00	9.00
3. Progress outside Restructure (43 employees)	6.82	70.45	2.27	20.45
4. Suitable for Bumped Redundancy (178 employees)	7.33	76.96	3.66	12.04
5. Future request (183 employees)	4.42	76.99	3.10	15.49
6. Cannot be Progressed (133 employees)	6.58	78.95	1.97	12.50

Gender

Identify the effect of the policy on different gender groups (inc Trans) groups

Will the change in your policy/service have an adverse impact on men or women? **None identified at this stage that cannot be justified/explained.**

The profile of the Council's workforce at the start of the Programme is as detailed in Table 6 below. Also detailed below is a percentage breakdown of expression of interests received (% of the total number of expression of interests received).

The gender profile of staff does not change significantly at age 55 and the requests received are not disproportionate.

Table 6: Gender Profile of the Council's Workforce and Employment Options Requests (all figures %):

	Female %	Male %
Workforce	62.2	37.8
Employment Options Requests	63.7	36.3
Difference	1.5	-1.5

The profile of the employees within each outcome is detailed in Table 7 below (% of the number of employees that received each outcome).

Table 7: Gender Profile of the Employment Options Outcomes (all figures %):

Employment Options Outcome	F %	M %
1. In scope of Service Challenge (154 employees)	74.49	25.51
2. Additional Restructure (120 employees)	65.00	35.00
3. Progress outside Restructure (43 employees)	61.36	38.64
4. Suitable for Bumped Redundancy (178 employees)	60.21	39.79
5. Future request (183 employees)	65.04	34.96
6. Cannot be Progressed (133 employees)	59.87	40.13

Although the representation of staff of each gender within each outcome can fluctuate and is broadly in line with the overall proportion of requests, 75% of requests from female employees who are in scope of a service challenge. This is due to the

two service challenge proposals that have the most staff in scope (Home Care and Day Nurseries) having high levels of female staff in the services (77% and 98% respectively).

There has been a meeting with Trade Unions to discuss the how the process of redeployment, bumped redundancy and retraining for staff at risk of redundancy in the Home Care can be managed proactively to avoid the need for compulsory redundancy. A similar approach will be undertaken for Day Nursery employees if there are insufficient volunteers for redundancy. It should be noted that at the time of writing there has been not Cabinet decision to progress with these Service Challenge savings options.

There is a positive impact on the % of women that are in senior manager grades at LPO7 and above (please refer to section 2c above).

Sexual Orientation

Identify the effect of the policy on members of the LGB community

Will the change in your policy/service have an adverse impact on lesbian, gay or bisexual people? **None identified at this stage that cannot be justified/explained.**

The profile of the Council’s workforce at the start of the Programme is as detailed in Table 8 below. Also detailed below is a percentage breakdown of expression of interests received (% of the total number of expression of interests received).

Table 8: Sexual Orientation Profile of the Council’s Workforce and Employment Options Requests (all figures %):

	Bisexual %	Gay %	Heterosexual %	Lesbian %	Decline to State %	No Data %
Workforce	1.1	1.4	69.5	0.8	13.1	14.1
Employment Options Requests	0.3	1.7	64.1	0.8	18.1	15
Difference	-0.8	0.3	-5.4	0	5	0.9

The age profile of staff is not significantly different at age 55 when sexual orientation is considered. There are small reductions in the numbers of staff in each category over age 55. This is due to the impact of more staff aged 55 and over Declining to State (17%) or who provided No Data (14.7). The requests from each group are therefore in line with their overall representation in the workforce.

The profile of the employees within each outcome is detailed in Table 9 below (% of the number of employees that received each outcome).

Although the representation of staff of different sexual orientations within each outcome can fluctuate and is broadly in line with the overall proportion of requests, there are some higher %s for employees who are Bisexual or Lesbian being given an outcome of progressing outside a restructure. As only 43 employees have this outcome, 1 or 2 employees can have a significant impact on the % calculated. Given the relatively small numbers within these groups there is not believed to be a statistically significant variation. There are still 14% of the Council's workforce that have not responded to the sexual orientation question on the Council's monitoring questionnaire. This will be addressed through the next staff equality data audit.

Table 9: Sexual Orientation Profile of the Employment Options Outcomes (all figures %):

Employment Options Outcome	Bisexual %	Gay %	Heterosexual %	Lesbian %	Decline to State	No Data %
1. In scope of Service Challenge (154 employees)	0.00	1.02	67.35	2.04	16.33	13.27
2. Additional Restructure (120 employees)	1.00	2.00	63.00	1.00	17.00	16.00
3. Progress outside Restructure (43 employees)	2.27	0.00	56.82	4.55	13.64	22.73
4. Suitable for Bumped Redundancy (178 employees)	0.00	1.57	61.78	0.52	17.28	18.32
5. Future request (183 employees)	0.00	2.21	61.50	0.44	22.12	13.72
6. Cannot be Progressed (133 employees)	0.66	1.97	71.71	0.00	16.45	9.21

Religion and Belief	Will the change in your policy/service have an adverse impact on people who practice a religion or belief? None identified at this stage that cannot be justified/explained.
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Identify the effect of the policy on different religious and faith groups

The profile of the Council's workforce at the start of the Programme is as detailed in Table 10 below. Also detailed below is a percentage breakdown of expression of interests received (% of the total number of expression of interests received).

The age profile of staff varies significantly at age 55 for Christian and Muslim staff. Under age 55, 30% of staff are Christian compared to 44% over age 55. Muslim staff make up over 26% of the workforce under age 55 compared to 7% over age 55. This explains the higher proportion of Christians and the lower number of Muslim staff amongst Requests.

Table 10: Religion or Belief Profile of the Council's Workforce and Employment Options Requests (all figures %):

	Buddhist %	Christian %	Hindu %	Jewish %	Muslim %	No Religion %	Other %	Sikh %	Decline to State %	No Data %
Workforce	0.7	32.9	1.5	0.6	22.9	14.2	4.4	0.6	8.3	13.9
Employment Options Requests	0.7	44.3	1	0.5	8.9	13.3	5.4	0.7	10.3	15
Difference	0	11.4	-0.5	-0.1	-14	-0.9	1	0.1	2	1.1

The profile of the employees within each outcome is detailed in Table 11 below (% of the number of employees that received each outcome).

Table 11: Religion or Belief Profile of the Employment Options Outcomes (all figures %):

Employment Options Outcome	Buddhist %	Christian %	Hindu %	Jewish %	Muslim %	No Religion %	Other %	Sikh %	Decline to State %	No Data %
1. In scope of Service Challenge (154 employees)	2.04	38.78	1.02	0.00	9.18	14.29	5.10	1.02	13.27	15.31
2. Additional Restructure (120 employees)	1.00	41.00	1.00	2.00	7.00	17.00	6.00	1.00	9.00	15.00
3. Progress outside Restructure (43 employees)	0.00	52.27	2.27	0.00	13.64	6.82	2.27	0.00	4.55	18.18
4. Suitable for Bumped	0.52	49.21	1.05	0.00	5.24	9.95	3.14	0.52	11.52	18.85

	Redundancy (178 employees)										
	5. Future request (183 employees)	0.44	42.48	0.88	0.00	12.83	11.95	6.19	0.88	10.62	13.72
	6. Cannot be Progressed (133 employees)	0.00	40.79	1.32	1.32	12.50	16.45	5.92	1.32	9.87	10.53
<p>The representation of staff from different religions/belief within each outcome can fluctuate although in broad terms are in line with the overall proportion of requests from each group. There are still 13% of the Council's workforce that have not responded to the religion or belief question on the Council's monitoring questionnaire. This will be addressed through the next staff equality data audit.</p>											

<p>Age</p> <p><i>Identify the effect of the policy on different age groups using the prompts above</i></p>	<p>Will the change in your policy/service have an adverse impact on specific age groups? None identified at this stage that cannot be justified/explained.</p>																																																	
	<p>The profile of the Council's workforce at the start of the Programme is as detailed in Table 12 below. Also detailed below is a percentage breakdown of expression of interests received (% of the total number of expression of interests received).</p>																																																	
	<p>Table 12: Age Profile of the Council's Workforce and Employment Options Requests (all figures %):</p>																																																	
	<table border="1"> <thead> <tr> <th>Age Band</th> <th><=20 %</th> <th>21 – 24 %</th> <th>25 – 34 %</th> <th>35 –44 %</th> <th>45 – 49 %</th> <th>50 – 54 %</th> <th>55 – 59 %</th> <th>60 – 64 %</th> <th>65+ %</th> </tr> </thead> <tbody> <tr> <td>Workforce</td> <td>0.7</td> <td>3.7</td> <td>26</td> <td>24.2</td> <td>13.7</td> <td>14.1</td> <td>11.1</td> <td>4.9</td> <td>1.6</td> </tr> <tr> <td>Employment Options Requests</td> <td>0</td> <td>0</td> <td>4.1</td> <td>12.1</td> <td>9.7</td> <td>16.5</td> <td>31.6</td> <td>18.1</td> <td>7.9</td> </tr> <tr> <td>Difference</td> <td>-0.7</td> <td>-3.7</td> <td>-21.9</td> <td>-12.1</td> <td>-4</td> <td>2.4</td> <td>20.5</td> <td>13.2</td> <td>6.3</td> </tr> </tbody> </table>	Age Band	<=20 %	21 – 24 %	25 – 34 %	35 –44 %	45 – 49 %	50 – 54 %	55 – 59 %	60 – 64 %	65+ %	Workforce	0.7	3.7	26	24.2	13.7	14.1	11.1	4.9	1.6	Employment Options Requests	0	0	4.1	12.1	9.7	16.5	31.6	18.1	7.9	Difference	-0.7	-3.7	-21.9	-12.1	-4	2.4	20.5	13.2	6.3									
	Age Band	<=20 %	21 – 24 %	25 – 34 %	35 –44 %	45 – 49 %	50 – 54 %	55 – 59 %	60 – 64 %	65+ %																																								
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Employment Options Requests	0	0	4.1	12.1	9.7	16.5	31.6	18.1	7.9																																									
Difference	-0.7	-3.7	-21.9	-12.1	-4	2.4	20.5	13.2	6.3																																									
<p>In general terms, requesting VR/ER is a more attractive option for employees aged over 55. This explains why 57.6% of staff submitting requests are aged 55 and over compared to 17.6% in the workforce as a whole. Similarly, flexible retirement can only be requested by employees aged over 55 – the minimum age at which retirement benefits can be paid by law. Age is not expected to be a specific factor in relation of Flexible Working requests. The age in relation to other protected characteristics is explored in above in other parts of Section 3</p>																																																		
<p>The profile of the employees within each outcome is detailed in Table 13 below (% of the number of employees that received</p>																																																		

each outcome).

The representation of staff from different age groups within each outcome can fluctuate although in broad terms are in line with the overall proportion of requests from each group.

Table 13: Age Profile of the Employment Options Outcomes (all figures %):

Employment Options Outcome	25 – 34 %	35 – 44 %	45 – 49 %	50 – 54 %	55 – 59 %	60 – 64 %	65+ %
1. In scope of Service Challenge (154 employees)	3.06	14.29	6.12	15.31	37.76	16.33	7.14
2. Additional Restructure (120 employees)	6.00	11.00	10.00	12.00	33.00	21.00	7.00
3. Progress outside Restructure (43 employees)	6.82	9.09	9.09	11.36	25.00	27.27	11.36
4. Suitable for Bumped Redundancy (178 employees)	3.14	15.18	6.28	10.99	32.46	21.47	10.47
5. Future request (183 employees)	3.10	11.50	11.95	30.53	24.78	11.06	7.08
6. Cannot be Progressed (133 employees)	6.58	13.16	12.50	9.87	32.89	18.42	6.58

<p>Socio-economic</p> <p><i>Identify the effect of the policy in relation to socio-economic inequalities</i></p>	<p>Will the change in your policy/service have an adverse impact on people with low incomes? Inconclusive at this stage although there are potential benefits for some employees</p> <p>Please describe the analysis and interpretation of evidence to support your conclusion.</p> <p>The purpose of the proposed approach is to avoid compulsory redundancies which could have a greater impact on employees on low incomes. This includes using bumped redundancies in addition to usual redeployment opportunities. The redeployment process also allows employees to be considered for posts up to two grades higher than their current grade so there is potential for some staff to achieve an increase in grade. Any that are redeployed into a lower grade receive pay protection for two years.</p>
<p>Other</p> <p><i>Identify if there are groups, other than those already considered, that may be adversely affected by the policy?</i></p>	<p>Will the change in your policy/service have an adverse impact on any other people (e.g. carers)? No</p> <p>Please describe the analysis and interpretation of evidence to support your conclusion.</p> <p>It is not expected that any other groups will be adversely impacted. The Employment Options Programme encourages employees and managers to explore flexible working options which can be beneficial for working parents, those with caring responsibilities or employees seeking to improve their work/life balance.</p>

Staff	Will the change in your policy/service have an adverse impact on staff? This has been analysed above.
<i>Identify if there are any staff groups that may be adversely affected by the policy?</i>	The Employment Options Programme is focused on achieving reductions in the size of the workforce for the Council to deliver the Medium Term Financial Plan whilst minimising the risk of compulsory redundancy. There is a risk that some staff will dispute the outcome of their request. A review process involving Trade Unions has been included for this purpose. This will require careful management to ensure the bumped redundancy process is transparent and equitable. A meeting has already taken place with Trade Unions to discuss the content of guidance for managers which will be issued in due course.

Section 4: Equality Impact Assessment Action Plan

Please list in the table below any adverse impact identified and, where appropriate, steps that could be taken to mitigate this impact.

If you consider it likely that your proposal will have an adverse impact on a particular group (s) and you cannot identify steps which would mitigate or reduce this impact, you will need to demonstrate that you have considered at least one alternative way of delivering the change which has less of an adverse impact.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
Outcomes of job matching (selection for redundancy) and acceptance of voluntary redundancy requests following restructures.	EAs of each staffing restructure ahead of formal consultation. Formal consultation with staff and trade unions will be undertaken ahead of decisions to implement new structures, appoint staff to new roles and make redundancy decisions

Change in composition of the Council's workforce.	Produce Council wide impact of individual restructures and exits through VR/ER and flexible retirement.
Guidance on bumped redundancy process	Produce guidance to enable process to be managed effectively and consistently. Including advice on reasonable training opportunities to be provided to enable staff to obtain qualifications that are mandatory for some posts.
Staff Equality Audit	Next scheduled process to focus on increasing responses to disability, religion or belief and sexual orientation monitoring questions. Also follow up questionnaire for requests from disabled staff
Monitor equalities impact of individual savings options on employees and identify act to address any adverse impact.	Each formal consultation process with employees and Trade Unions has an EQIA produced. Where these identify adverse impact in respect of the risk of compulsory redundancy on specific groups of staff e.g. female or BME employees, actions will be identified to mitigate and remove the risk if all possible.
Share findings of EQIA	Provide copy to Trade Unions to inform on-going consultation process. Provide copy with Staff Equality Forums for discussion.

If an adverse impact cannot be mitigated please describe an alternative option, its costs and the equality impact.

Section 5: Future Review and Monitoring

Please explain how and when the actual equality impact of these changes will be reviewed and monitored.


Equalities impacts will be monitored and reviewed prior to the ratification of all decisions. An evaluation of the entire programme will be undertaken once completed. This is expected to be July 2015 once the restructures required to deliver the Council's savings targets have been implemented.

APPENDIX A: Equality Impact Assessment Test of Relevance

TRIGGER QUESTIONS	YES / NO	IF YES PLEASE BRIEFLY EXPLAIN.....
Does the change reduce resources available to address inequality?	NO	
CHANGES TO A SERVICE		
Does the change alter access to the service?	NO	Where additional restructures have been identified they will be subject to a separate impact assessment.
Does the change involve revenue raising?	NO	
Does the change alter who is eligible for the service?	NO	
Does the change involve a reduction or removal of income transfers to service users?	NO	

Does the change involve a contracting out of a service currently provided in house?	NO	
CHANGES TO STAFFING		
Does the change involve a reduction in staff?	YES	Staffing levels have to be reduced in order for the Council to operate within a balanced budget as set out in the Medium Term Financial Plan approved by Cabinet.
Does the change involve a redesign of the roles of staff?	YES	Any substantial changes to job descriptions and structures will be progressed through the Handling Organisational Change Procedure and subject to EAs as part of that process. Only minor changes to roles and structures will take place outside the formal consultation process. Trade Unions will be involved in reviewing proposals for staff to leave through this route.

TITLE:		Business Rates Efficiencies					
DIR:	RES						
SERVICE:	Revenues				REF: RES024/15-16		
TEAM:	Business Rates				LEAD OFFICER: Roger Jones		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 15/16 £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Total Saving	THEMES:	Is an EA Req?
Business Rates Collection Efficiencies	102,816	1,360			1,360	Income Optimisation	No
FTE Reductions							
DETAILS OF SAVINGS OPPORTUNITY							
<p>The introduction of Business Rates Retention provides significant opportunity to grow the Ratebase and gain additional income and also means the Council is open to increased risk to its income through significant numbers of unresolved appeals. This investment is needed to maximise the potential of unidentified RV and also to help with analysing risk of outstanding appeals. An additional role will be created through invest to save, which will be dedicated to improving the accuracy of the local business reduction in the rating list. There are a number of cases identified in the past where assessments have been incorrectly valued or not updated following the award of a temporary reductions. This work will ensure we take a proactive approach to managing the accuracy of the rates base and rateable value to maximise income due to the authority.</p>							
IMPLICATIONS FOR CONSIDERATION including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT							
<p>There is the possibility that this will not yield any additional income and the risk to the MTFP will remain. However, based on past experience of issues with the rates base this is believed to be unlikely. Currently there are over 580 local businesses that have received a temporary discount that is time limited. There are also numerous instances where the assessments are undervalued or omitted from the list or temporary reductions not reinstated.</p>							
EQUALITIES SCREENING							
TRIGGER QUESTIONS	YES/NO	IF YES - please provide further details on how this impacts on each equalities groups					
Does the change reduce resources available to address inequality?	Yes	One additional staff through invest to save					
Does the change reduce resources available to support vulnerable residents?	Yes						
CHANGES TO A SERVICE							
Does the change alter who is eligible for the service?	No						
Does the change alter access to the service?	No						
Does the change involve revenue raising?	Yes	No Change to service. Involves enforcement of current policies.					
Does the change involve a reduction or removal of income transfers to service users?	No						
Does the change affect who provides the service, i.e. outside organisations?	No						
CHANGES TO STAFFING							
Does the change involve a reduction in staff?	No						
Does the change involve a redesign of the roles of staff?	No						

<p>Cabinet 3 December 2014</p>	 TOWER HAMLETS
<p>Report of: Corporate Director Resources</p>	<p>Classification: Unrestricted</p>
<p>Exercise of Corporate Directors' Discretions</p>	

Lead Member	Councillor Alibor Choudhury, Cabinet Member Resources
Wards affected	All
Community Plan Theme	One Tower Hamlets
Key Decision?	No

Executive Summary

This report sets out the exercise of Corporate Directors' discretions under Financial Regulation B8 which stipulates that such actions be the subject of a noting report to Cabinet if they involve expenditure between £100,000 and £250,000.

Recommendations:

The Mayor in Cabinet is recommended to:

Note the exercise of Corporate Directors' discretions as set out in Appendix 1.

1. REASONS FOR THE DECISIONS

- 1.1 Financial Regulations require that regular reports be submitted to Council/Committee setting out financial decisions taken under Financial Regulation B8.
- 1.2 The regular reporting of Corporate Director's Discretions should assist in ensuring that Members are able to scrutinise officer decisions.

2. ALTERNATIVE OPTIONS

- 2.1 The Council is bound by its Financial Regulations (which have been approved by Council) to report to Council/Committee setting out financial decisions taken under Financial Regulation B8.
- 2.2 If the Council were to deviate from those requirements, there would need to be a good reason for doing so. It is not considered that there is any such

reason, having regard to the need to ensure that Members are kept informed about decisions made under the delegated authority threshold and to ensure that these activities are in accordance with Financial Regulations.

3. DETAILS OF REPORT

3.1 Financial Regulation B8 sets out the Cabinet Reporting Thresholds for the following financial transactions:

- Virements
- Capital Estimates
- Waiving Competition Requirements for Contracts and Orders (Subject to EU threshold)
- Capital Overspends
- Settlement Of Uninsured Claims

3.2 Under Financial Regulation B8, if the transaction involves a sum between £100,000 and £250,000 it can be authorised by the Corporate Director under the scheme of delegation but must also be the subject of a noting report to the next available Cabinet.

3.3 Appendix 1 sets out the exercises of Corporate Directors' discretions, under the stipulations in 2.2 above, that have taken place since the previous Cabinet.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

4.1 The comments of the Chief Financial Officer have been incorporated into the report and Appendix.

5. LEGAL COMMENTS

5.1 The report sets out the individual exercises of Corporate Directors' Actions for noting by Cabinet, as required by Financial Regulation B8.

5.2 Internal guidelines have been published setting out the process by which Records of Corporate Directors' Actions are completed. These specify that the proposed action must be in accordance with the Council's Financial Regulations and its Procurement Procedures. There are limited circumstances in which waiver of the Procurement Procedure is permissible and the guidelines reinforce that waiver should not be sought as a substitute for proper planning. All proposed actions where the value exceeds £100,000 are required to be agreed with the Mayor prior to sign off and approval by the corporate director.

5.3 Each director's action requires prior authorisation by the relevant service head, the head of procurement, the chief finance officer and the monitoring officer before agreement by the corporate director. A template form is completed to record each director's action and these Records of Corporate Directors' Actions (RCDAs) must be maintained by the each directorate. The

legal implications of each of the individual decisions are provided as part of the decision making process and are recorded on the relevant RCDA.

6. ONE TOWER HAMLETS CONSIDERATIONS

6.1 This report is concerned with the notification of officers' discretions under Standing Orders and has no direct One Tower Hamlets implications. To the extent that there are One Tower Hamlets Considerations arising from the individual actions, these would have been addressed in the records of each action.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

7.1 There are no Sustainable Action for A Greener Environment implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

8.1. The risks associated with each of the Corporate Directors' discretions as set out in Appendix 1 would have been identified and evaluated as an integral part of the process, which lead to the decision.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

9.1 There are no Crime and Disorder Reduction Implications arising from this report.

10. EFFICIENCY STATEMENT

10.1 The works referred to in the report will be procured in line with established practices, taking account of best value.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix 1 – Exercise of Corporate Directors' Discretions under Financial Regulation B8

Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000

List of "Background Papers" used in the preparation of this report

- Record of Corporate Director's Actions

Officer contact details for documents:

- Sajeed Patni, Finance Business Partner, Education, Social Care & Wellbeing (ESCW) Directorate, Ext. 4960

Originating Officers and Contact Details

Name	Title	Contact for information
Alimul Kadir	Accountant Financial Planning	Ext. 5224

Appendix 1: Exercise of Corporate Directors' Discretions under Financial Regulation B8

Corporate Director	Amount	Description of Exercise of Discretion	Justification for Action	Contractor's Name and Address (incl. postcode)	Contact
Education, Social Care & Wellbeing 077-2014/15	£246,923	To extend the current school health service provided by Barts Health.	Interim extension while the current procurement process is underway.	Barts Health NHS Trust, 80 Newark Street, London E1 2ES	Esther Trenchard-Mabere Ext. 7389

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