



Meeting of the

# TOWER HAMLETS COUNCIL

---

Wednesday, 24 February 2016 at 7.30 p.m.

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## A G E N D A

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### VENUE

Council Chamber, 1<sup>st</sup> Floor,  
Town Hall, Mulberry Place,  
5 Clove Crescent,  
London E14 2BG

#### **Democratic Services Contact:**

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**TO THE MAYOR AND COUNCILLORS OF THE LONDON BOROUGH OF TOWER  
HAMLETS**

You are summoned to attend a meeting of the Council of the London Borough of Tower Hamlets to be held in **THE COUNCIL CHAMBER, 1ST FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE CRESCENT, LONDON, E14 2BG** at 7.30 p.m. on **WEDNESDAY, 24 FEBRUARY 2016**

Will Tuckley  
**Chief Executive**

## Public Information

### **Attendance at meetings.**

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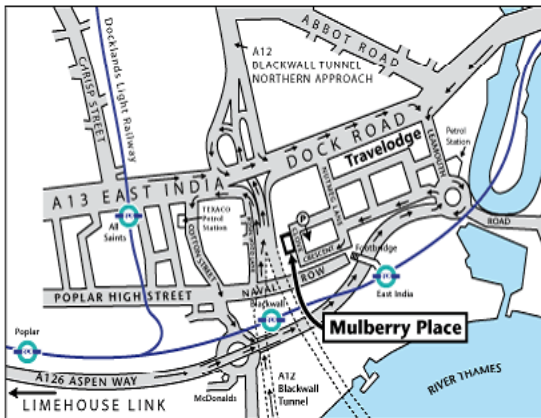
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**East India:** Head across the bridge and then through the complex to the Town Hall, Mulberry Place

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**LONDON BOROUGH OF TOWER HAMLETS**

**COUNCIL**

**WEDNESDAY, 24 FEBRUARY 2016**

**7.30 p.m.**

**PAGE  
NUMBER**

**1. APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

**2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**

**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. TO RECEIVE ANNOUNCEMENTS (IF ANY) FROM THE SPEAKER OF THE COUNCIL OR THE CHIEF EXECUTIVE**

**4. TO RECEIVE ANY PETITIONS**

**5 - 6**

The Council Procedure Rules provide for the Budget Council Meeting to receive a *maximum of three petitions*, which must relate to the Council's budget or the setting of the Council Tax. The deadline for receipt of petitions for this meeting is noon on Thursday 18<sup>th</sup> February 2016.

The petitions received up to the time of agenda despatch are set out in the attached report. Any further valid petitions received before the deadline will be notified separately.

**5. BUDGET AND COUNCIL TAX 2016/17**

**7 - 578**

To consider the proposals of the Mayor and Executive for the Council's Budget and Council Tax 2016/17.

# 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:-

Melanie Clay, Director, Law, Probity and Governance, 020 7364 4800

## 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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# Agenda Item 4

Non-Executive Report of the:  <b>COUNCIL</b>  Wednesday 24 <sup>th</sup> February 2016	 <b>TOWER HAMLETS</b>
<b>Report of:</b> Director of Law, Probity and Governance  <b>Report Title:</b> Petitions Submitted by the Public	<b>Classification:</b> Unrestricted

<b>Originating Officer(s)</b>	Tom Scholes-Fogg, Committee Services Officer, Democratic Services.
<b>Wards affected</b>	All wards

## SUMMARY


1. The Council's Constitution provides for up to three petitions to be presented at each ordinary Council meeting. At the Budget Council Meeting, only petitions that relate to the Council's budget or the setting of the Council Tax may be presented. These are taken in order of receipt. This report sets out the valid petitions submitted for presentation at the Council meeting on Wednesday 24th February 2016.
2. The deadline for receipt of petitions for this meeting is noon on Thursday 18<sup>th</sup> February 2016. However, at the time of agenda despatch one petition has already been received as set out overleaf.
3. The texts of the petition received for presentation to this meeting are set out in the attached report. In each case the petitioners may address the meeting for no more than three minutes. Members may then question the petitioners for a further four minutes. Finally, the relevant Cabinet Member or Chair of Committee may respond to the petition for up to three minutes.
4. Any outstanding issues will be referred to the relevant Corporate Director for attention who will respond to those outstanding issues in writing within 28 days.
5. Members, other than a Cabinet Member or Committee Chair responding at the end of the item, should confine their contributions to questions and not make statements or attempt to debate.

## **5.1 Petition relating to Budget Cuts and Council Reserve Funds. (Petition from Ms Naomi Byron and others)**

### **Summary of Petition:**

We, the undersigned urge Mayor John Biggs to stop the devastating cocktail of cuts, a record Council Tax rise of c. 4% and new/additional fees/charges that will result in damaging long term impact on residents in his Tory-inspired budget. This is particularly careless and damaging given the fact that he has inherited a record £242,000,000 overall reserves with a clearly available £71,000,000 general reserves money, from the previous administration, which Mayor John Biggs can choose to spend between now and next few years rather than acting as a 'Tory middleman of cuts' support by his Blairite Cabinet. This money is on top of the funding that the Council has just received from the Government for the work carried out by the previous administration. In addition, Tower Hamlets Council has received more money this year than anticipated – extra £3,860,000 in grant and a new instalment of £13,200,000 for decent homes for the work carried out by the previous administration, together with a further £100,000 for tackling rogue landlords, as well as, budgeted increase in the local business rates of up to £124,000,000 and growing tax base. In light of these facts we urge Mayor John Biggs to stop the following cuts from his budget or to propose a 'no austerity, no redundancy' budget – or ideally, a 'no cuts' budget rather than acting as a 'Tory middleman' while working with like-minded left-wing forces to put pressure on the Tory Government to end ideologically driven austerity cuts. We ask Mayor John Biggs and his Cabinet to remove the following cuts at the very least from their budget:

- c.4% increase in the Council Tax – hitting lower income and struggling families harder than others.
- Cuts to incontinence laundry services affecting the most vulnerable. Just to save £40,000.
- Removal of 10 waste THEOs resulting in less resources to deal with waste, graffiti and general environmental waste.
- New charges for Elderly Social Care and Learning Disability users which will disproportionately hit over 65s (58%), females (55%), Christians (38%), Muslims (29%).
- Cuts to school crossing patrols (lollypop people) putting safety of children at risk without conformation from schools.
- Cuts to child, adolescent and mental health services less resources, concerns about violence and suicides.
- Cuts to children services – result in closures or deteriorating services / disappearance of children centre and nurseries.
- Cuts to burial subsidy and trips to Gorsefield by school children to learn history, affecting the most disadvantaged pupils.

Non-Executive Report of the:  <b>COUNCIL</b>  24 February 2016	 <b>TOWER HAMLETS</b>
<b>Report of:</b> Corporate Director, Resources	<b>Classification:</b> Unrestricted
<b>Budget and Council Tax 2016-17 – Report of the Cabinet Meeting, 2 February 2016 and Budget Proposals of the Mayor and Executive</b>	

<b>Originating Officer(s)</b>	Barry Scarr
<b>Wards affected</b>	All Wards

## 1. SUMMARY

- 1.1 This report sets out the proposals of the Mayor and Executive for the council's Budget and Council Tax 2016-17, as agreed at the Cabinet Meeting on 2<sup>nd</sup> February 2016.

## 2. RECOMMENDATIONS

- 2.1 In accordance with the decisions of the Mayor in Cabinet as set out at section 5 below, Full Council is **recommended**:-

### **General Fund Capital and Revenue Budgets and Medium Term Financial Plan 2016/20**

- (a) To note the feedback from the budget consultation as detailed in section 3.12, appendices 9 and 10 of the budget report and published on the council's website.
- (b) To agree a General Fund Revenue Budget of £361.985m and a Council Tax (Band D) of £920.85 for 2016-17 as set out in the motion attached at Annex 1 to this report. This incorporates a 1.99% general increase on the previous year and a 2% increase in respect of the Adult Social Care 'Precept' announced by the government during its recent budget announcements (SR2015).
- (c) To note an increase of £3.672m in the General Fund Revenue budget 2016-17 as a result of the final settlement announcement in February 2016. The increase is due to additional Public Health grant allocated to fund services for 0-5 year olds.
- (d) To agree a Capital Budget and Medium Term Financial Plan as set out in the motion attached at Annex 1 to this report.

## **Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2016-17**

- (e) To adopt (as also set out in the motion at Annex 1):
- The Treasury Management Strategy Statement set out in paragraph 3.14 – 3.36 of the report at Annex 4 to this report;
  - The Annual Investment Strategy set out in paragraph 3.37 – 3.38 of the report at Annex 4 to this report;
  - The Minimum Revenue Provision Policy Statement set out in paragraph 3.39 – 3.44 of the report at Annex 4 to this report, which officers involved in treasury management must then follow.

### **Section 25, Local Government Act 2003**

- (f) To note that in line with the requirements of the Local Government Act 2003, the Corporate Director of Resources is of the view that:
- a) The General Fund balances of £64m and the level of reserves are adequate to meet the council's financial needs for 2016-17, and that in light of the economic risks that the council faces, they should not fall below a minimum level of £20m; and
  - b) The General Fund estimates are sufficiently robust to set a balanced budget for 2016-17. This takes into account the adequacy of the level of balances and reserves outlined above and the assurance gained from the comparisons of the 2015/16 budget with the projected spend identified in monitoring reports. The overall level of the corporate contingency has been set at £3.1m, which is adequate to cover any potential costs arising from unforeseen events or cost pressures.

### **Local Council Tax Reduction Scheme (LCTRS)**

- (g) To note that Full Council at its meeting of 20<sup>th</sup> January 2016 approved:
- the continuation of the current Local Council Tax Reduction Scheme for 2016/17, which will retain the same level of support to all working age Council Tax payers on a low income
  - that the extension of the scheme is for one year only, to be reviewed alongside the impact of the Government's proposed welfare reform changes and an options review for the future of LCTRS during 2016

### **3. CABINET MEETING, 2<sup>nd</sup> FEBRUARY 2016**

- 3.1 The Cabinet meeting received the report of the Corporate Director Resources on the General Fund Capital and Revenue Budgets and Medium Term Financial Plan 2016-20.
- 3.2 In considering the information in the reports, the Mayor and Cabinet took into account the comments of the Overview and Scrutiny Committee (OSC) on the Mayor's initial budget proposals for 2016-17 (which had been published in the 5<sup>th</sup> January Cabinet agenda), from the OSC meeting held on 18<sup>th</sup> January 2016.
- 3.3 The Mayor and Cabinet also took into account initial feedback from the budget consultation process and events.
- 3.6 The Cabinet on 2<sup>nd</sup> February 2016 also considered the report of the Corporate Director, Resources on the Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2016-17; and agreed recommendations to the Council in that regard.

### **4. LEGAL COMMENTS**

- 4.1 The legal comments are set out in the reports to Cabinet which are appended and there are no additional comments to be added.

### **5. DOCUMENTS ATTACHED**

- 5.1 The following documents are attached to this report for the Council's consideration:-

Annex 1: Budget Motion from Councillor David Edgar, Cabinet Member for Resources

Annex 2: Report of the Corporate Director Resources: General Fund Capital and Revenue Budgets and Medium Term Financial Plan 2016-2020

Annex 3: Appendices 1 - 10 to the above report:-

- Appendix 1 Summary of the Medium Term Financial Plan
- Appendix 2 Detailed analysis of the Medium Term Financial Plan by Service Area
- Appendix 3 Detailed analysis of projected budget revenue growth resulting from increased service demand and higher unit costs
- Appendix 4.1 Savings 2016-17 – Summary

- Appendix 4.2 Savings 2016-17 – Detailed Proforma and Equality Analysis
- Appendix 5.1 Reserves and Balances
- Appendix 5.2 Risk Evaluation
- Appendix 5.3 Projected Movement in Reserves
- Appendix 6.1 Schools Funding Report
- Appendix 6.2 Schools Budget Allocation 2016-17
- Appendix 7 The Housing Revenue Account Medium Term Strategy
- Appendix 8.1 Current Capital Programme 2015-16 to 2017-18
- Appendix 8.2 Indicative schemes 2016-17 to 2018-19
- Appendix 8.3 Summary of Proposed Capital Programme 2015-16 to 2018-19
- Appendix 9 Public Consultation Feedback
- Appendix 10 Budget Consultation Feedback, Overview and Scrutiny Committee

Annex 4: Report of the Corporate Director Resources to the Cabinet on 2<sup>nd</sup> February 2016: Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2016-17 (Report presented to Full Council includes subsequent minor amendments made by officers).

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**LOCAL GOVERNMENT ACT 1972 – SECTION 100D (AS AMENDED)**

**LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT**

<b>Brief description of "background paper"</b>	<b>Tick if copy supplied</b>	<b>If not supplied, name and telephone number of holder</b>
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No unpublished background papers were relied upon to a material extent in the preparation of this report.

**BUDGET COUNCIL**24<sup>th</sup> February 2016**COUNCIL TAX REQUIREMENT 2016-17****BUDGET MOTION FROM COUNCILLOR DAVID EDGAR,  
CABINET MEMBER FOR RESOURCES**

*I propose the following motion in relation to Agenda item 5: "Report of the Mayor in Cabinet on 2<sup>nd</sup> February 2016:-*

**That Council: -**

**General Fund Revenue Budget and Council Tax Requirement 2016-17**

1. Agree a General Fund revenue budget of £361.985m and a total Council Tax Requirement for Tower Hamlets in 2016-17 of £76.884m as set out in the table below.

<b>Service Area</b>	<b>Total 2015-16 £'000</b>	<b>Approved £'000</b>	<b>Savings New £'000</b>	<b>Growth £'000</b>	<b>Adjustments £'000</b>	<b>Total 2016-17 £'000</b>
Adult Services	94,373	0	(5,762)	2,567	(17)	91,161
Public Health	32,119	0	0	4,394	(1,050)	35,463
Children Services	90,293	0	(5,401)	(1,240)	855	84,506
Communities, Localities & Culture	82,207	0	(4,414)	794	(457)	78,131
Development & Renewal	15,964	0	(800)	(258)	134	15,041
Law, Probity & Governance	9,524	0	(180)	50	(204)	9,190
Resources	7,440	0	(625)	227	(17)	7,025
<b>Net Service Costs</b>	<b>331,920</b>	<b>0</b>	<b>(17,182)</b>	<b>6,534</b>	<b>(755)</b>	<b>320,517</b>
<b>Other Net Costs</b>						
Capital Charges	8,010	0	0	(535)	0	7,475
Levies	1,705	0	0	0	0	1,705
Pensions	18,622	0	0	338	0	18,960
Other Corporate Costs	(12,850)	(4,000)	(241)	931	21,050	4,889
<b>Total Other Net costs</b>	<b>15,486</b>	<b>(4,000)</b>	<b>(241)</b>	<b>734</b>	<b>21,050</b>	<b>33,029</b>
<b>Inflation</b>	<b>2,940</b>	<b>0</b>	<b>(1,629)</b>	<b>7,000</b>	<b>129</b>	<b>8,440</b>
<b>Total Financing Requirement</b>	<b>350,346</b>	<b>(4,000)</b>	<b>(19,052)</b>	<b>14,268</b>	<b>20,423</b>	<b>361,985</b>
<b>Funding</b>						
<b>Government Funding</b>	<b>(88,693)</b>	<b>0</b>	<b>(36)</b>	<b>15,635</b>	<b>0</b>	<b>(73,094)</b>
<b>Retained Business Rates</b>	<b>(115,295)</b>	<b>0</b>	<b>(2,886)</b>	<b>0</b>	<b>0</b>	<b>(118,182)</b>
<b>Section 31 Grant (BR)</b>	<b>(2,665)</b>	<b>0</b>	<b>0</b>	<b>(63)</b>	<b>0</b>	<b>(2,728)</b>
<b>Council Tax</b>	<b>(69,815)</b>	<b>0</b>	<b>(7,069)</b>	<b>0</b>	<b>0</b>	<b>(76,884)</b>
<b>Collection Fund Surplus</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Council Tax	(2,131)	0	853	0	0	(1,278)
Retained Business Rates	(4,922)	0	2,325	0	0	(2,597)
<b>Core Grants</b>						
Public Health Grant	(33,877)	0	0	(3,006)	0	(36,883)
Local Lead Flood	(85)	0	0	85	0	0
NHB	(17,813)	0	(3,804)	0	0	(21,617)
NHB Returned	(329)	0	0	329	0	0
Education Services Grant	(4,140)	0	0	341	0	(3,799)
Improved Better Care fund	0	0	0	0	0	0
Council Tax Freeze Grant 2015/16	(907)	0	0	907	0	0
<b>Reserves</b>						
General Fund (Corporate)	(624)	0	0	0	(1,456)	(2,080)
Earmarked (Directorate)	(1,209)	0	0	0	1,209	0
General Fund (Smoothing)	0	0	0	0	0	0
<b>Total Financing</b>	<b>(342,505)</b>	<b>0</b>	<b>(10,617)</b>	<b>14,228</b>	<b>(247)</b>	<b>(339,141)</b>

2. Agree a Council Tax for Tower Hamlets in 2016-17 of £920.85 at Band D resulting in a Council Tax for all other band taxpayers, before any discounts, and excluding the GLA precept, as set out in the table below:-

This incorporates a 1.99% general increase on the previous year and a 2% increase in respect of the Adult Social Care 'Precept' announced by the government during its recent budget announcements (SR2015).

BAND	PROPERTY VALUE		RATIO TO BAND D	LBTH COUNCIL TAX FOR EACH BAND £
	FROM £	TO £		
A	0	40,000	$\frac{6}{9}$	613.90
B	40,001	52,000	$\frac{7}{9}$	716.22
C	52,001	68,000	$\frac{8}{9}$	818.53
D	68,001	88,000	$\frac{9}{9}$	920.85
E	88,001	120,000	$\frac{11}{9}$	1,125.48
F	120,001	160,000	$\frac{13}{9}$	1,330.12
G	160,001	320,000	$\frac{15}{9}$	1,534.75
H	320,001	and over	$\frac{18}{9}$	1,841.70



3. Agree that for the London Borough of Tower Hamlets in 2016-17:-

- (a) The Council Tax for Band D taxpayers, before any discounts, and including the GLA precept, shall be **£1,196.85** as shown below: -.

£ (Band D, No Discounts)	
LBTH	920.85
GLA	276.00
<hr/>	
Total	1,196.85
<hr/>	

- (b) The Council Tax for taxpayers in all other bands, before any discounts, and including the GLA precept, shall be as detailed in the table below: -

BAND	PROPERTY VALUE		RATIO TO BAND D	LBTH £	GLA £	TOTAL £
	FROM £	TO £				
A	0	40,000	$\frac{6}{9}$	613.90	184.00	797.90
B	40,001	52,000	$\frac{7}{9}$	716.22	214.67	930.89
C	52,001	68,000	$\frac{8}{9}$	818.53	245.33	1,063.86
D	68,001	88,000	$\frac{9}{9}$	920.85	276.00	1,196.85
E	88,001	120,000	$\frac{11}{9}$	1,125.48	337.33	1,462.81
F	120,001	160,000	$\frac{13}{9}$	1,330.12	398.67	1,728.79
G	160,001	320,000	$\frac{15}{9}$	1,534.75	460.00	1,994.75
H	320,001	and over	$\frac{18}{9}$	1,841.70	552.00	2,393.70

- 4 Approve the statutory calculations of this Authority's Council Tax Requirement in 2016-17, detailed in **Appendix A** to this motion, undertaken by the Corporate Director Resources (Chief Financial Officer) in accordance with the requirements of Sections 31 to 36 of the Local Government Finance Act 1992.
- 5 Approve the Treasury Management Strategy Statement, the Annual Investment Strategy and the Minimum Revenue Provision Policy Statement as presented to Cabinet on 2 February 2016.
- 6 Approve the General Fund Capital and Revenue Budgets and Medium Term Financial Plan 2016-2020 as amended by the alternative options as agreed by the Mayor in Cabinet on 2 February and as set out in the attached report of the Mayor in Cabinet and summarised in the tables below.

### Summary of Medium Term Financial Plan 2015-2020

	2015-16	2016-17	2017-18	2018-19	2019-20
	£'000	£'000	£'000	£'000	£'000
<b>Net Service Costs</b>	355,585	350,346	361,985	350,586	359,537
<b>Growth (Including Public Health)</b>	14,442	27,563	(16,899)	3,451	3,400
<b>Savings</b>					
<b>Approved</b>	(22,421)	(4,000)	0	0	0
<b>New</b>	(200)	(17,423)	0	0	0
<b>Inflation</b>	2,940	5,500	5,500	5,500	5,500
<b>Total Funding Requirement</b>	<b>350,346</b>	<b>361,985</b>	<b>350,586</b>	<b>359,537</b>	<b>368,437</b>
<b>Government Funding</b>	(88,693)	(73,094)	(58,474)	(48,444)	(38,079)
<b>Retained Business Rates</b>	(117,960)	(120,910)	(126,750)	(131,731)	(137,172)
<b>Council Tax</b>	(69,815)	(76,884)	(80,775)	(84,862)	(89,156)
<b>Collection Fund Surplus</b>					
<b>Council Tax</b>	(2,131)	(1,278)	0	0	0
<b>Retained Business Rates</b>	(4,922)	(2,597)	0	0	0
<b>Core Grants</b>	(57,151)	(62,299)	(52,065)	(44,917)	(44,953)
<b>Earmarked Reserves (Directorates)</b>	(1,833)	(2,080)	(370)	(370)	0
<b>Total Funding</b>	<b>(342,505)</b>	<b>(339,141)</b>	<b>(318,434)</b>	<b>(310,325)</b>	<b>(309,361)</b>
<b>Budget Gap (excluding use of Reserves)</b>	7,841	22,845	32,153	49,213	59,077
<b>Unallocated Contingencies</b>	0	0	0	0	0
<b>Budgeted Contributions to Reserves</b>	0	0	0	0	0
<b>General Fund Reserves</b>	(7,841)	(22,845)	(2,153)	(1,213)	(1,077)
<b>Unfunded Gap</b>	0	0	30,000	48,000	58,000
Savings to be delivered in each year	(0)	0	(30,000)	(18,000)	(10,000)
	<b>31/03/2016</b>	<b>31/03/2017</b>	<b>31/03/2018</b>	<b>31/03/2019</b>	<b>31/03/2020</b>
<b>Balance on General Fund Reserves (£000s)</b>	63,616	40,771	38,618	37,406	36,329

Detailed Analysis of the Medium Term Financial Plan by Service Area 2015-16 to 2019-20

Service Area	Total	Savings		Growth	Adjustments	Total	Savings		Growth	Adjustments	Total	Savings		Growth	Adjustments	Total						
	2015-16 £'000	Approved £'000	New £'000	£'000	£'000	2016-17 £'000	Approved £'000	New £'000	£'000	£'000	2017-18 £'000	Approved £'000	New £'000	£'000	£'000	2018-19 £'000	Approved £'000	New £'000	£'000	£'000	2019-20 £'000	
Adult Services	94,373	0	(5,762)	2,567	(17)	91,161	0	(241)	3,403	0	94,323	0	0	2,057	0	96,380	0	0	0	0	0	96,380
Public Health	32,119	0	0	4,394	(1,050)	35,463	0	0	(1,185)	(447)	33,831	0	0	(750)	0	33,081	0	0	(730)	0	0	32,351
Children Services	90,293	0	(5,401)	(1,240)	855	84,506	0	0	0	(600)	83,906	0	0	0	0	83,906	0	0	0	0	(370)	83,536
Communities, Localities & Culture	82,207	0	(4,414)	794	(457)	78,131	0	0	1,077	0	79,208	0	0	714	0	79,922	0	0	0	0	0	79,922
Development & Renewal	15,964	0	(800)	(258)	134	15,041	0	0	0	(663)	14,378	0	0	0	0	14,378	0	0	0	0	0	14,378
Law, Probity & Governance	9,524	0	(180)	50	(204)	9,190	0	0	0	0	9,190	0	0	0	0	9,190	0	0	0	0	0	9,190
Resources	7,440	0	(625)	227	(17)	7,025	0	0	250	0	7,275	0	0	0	0	7,275	0	0	0	0	0	7,275
<b>Net Service Costs</b>	<b>331,920</b>	<b>0</b>	<b>(17,182)</b>	<b>6,534</b>	<b>(755)</b>	<b>320,517</b>	<b>0</b>	<b>(241)</b>	<b>3,545</b>	<b>(1,710)</b>	<b>322,111</b>	<b>0</b>	<b>0</b>	<b>2,021</b>	<b>0</b>	<b>324,132</b>	<b>0</b>	<b>0</b>	<b>(730)</b>	<b>(370)</b>	<b>0</b>	<b>323,032</b>
<b>Other Net Costs</b>																						
Capital Charges	8,010	0	0	(535)	0	7,475	0	0	(419)	0	7,056	0	0	0	0	7,056	0	0	0	0	0	7,056
Levies	1,705	0	0	0	0	1,705	0	0	0	0	1,705	0	0	0	0	1,705	0	0	0	0	0	1,705
Pensions	18,622	0	0	338	0	18,960	0	0	1,500	0	20,460	0	0	1,000	0	21,460	0	0	1,000	0	0	22,460
Other Corporate Costs	(12,850)	(4,000)	(241)	931	21,050	4,889	0	241	185	(20,000)	(14,685)	0	0	430	0	(14,255)	0	0	3,500	0	0	(10,755)
<b>Total Other Net costs</b>	<b>15,486</b>	<b>(4,000)</b>	<b>(241)</b>	<b>734</b>	<b>21,050</b>	<b>33,029</b>	<b>0</b>	<b>241</b>	<b>1,266</b>	<b>(20,000)</b>	<b>14,536</b>	<b>0</b>	<b>0</b>	<b>1,430</b>	<b>0</b>	<b>15,966</b>	<b>0</b>	<b>0</b>	<b>4,500</b>	<b>0</b>	<b>0</b>	<b>20,466</b>
Inflation	2,940	0	(1,629)	7,000	129	8,440	0	(1,500)	7,000	0	13,940	0	(1,500)	7,000	0	19,440	0	(1,500)	7,000	0	0	24,940
<b>Total Financing Requirement</b>	<b>350,346</b>	<b>(4,000)</b>	<b>(19,052)</b>	<b>14,268</b>	<b>20,423</b>	<b>361,985</b>	<b>0</b>	<b>(1,500)</b>	<b>11,811</b>	<b>(21,710)</b>	<b>350,586</b>	<b>0</b>	<b>(1,500)</b>	<b>10,451</b>	<b>0</b>	<b>359,537</b>	<b>0</b>	<b>(1,500)</b>	<b>10,770</b>	<b>(370)</b>	<b>0</b>	<b>368,437</b>
<b>Funding</b>																						
Government Funding	(88,693)	0	(36)	15,635	0	(73,094)	0	(87)	14,707	0	(58,474)	0	(133)	10,163	0	(48,444)	0	(149)	10,514	0	0	(38,079)
Retained Business Rates	(115,295)	0	(2,886)	0	0	(118,182)	0	(8,471)	2,422	0	(124,230)	0	(2,639)	(2,327)	0	(129,196)	0	(2,991)	(2,435)	0	0	(134,622)
Section 31 Grant (BR)	(2,665)	0	0	(63)	0	(2,728)	0	(15)	223	0	(2,520)	0	(15)	0	0	(2,535)	0	(15)	0	0	0	(2,550)
Council Tax	(69,815)	0	(7,069)	0	0	(76,884)	0	(3,891)	0	0	(80,775)	0	(4,088)	0	0	(84,862)	0	(4,294)	0	0	0	(89,156)
Collection Fund Surplus	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Council Tax	(2,131)	0	853	0	0	(1,278)	0	1,278	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Retained Business Rates	(4,922)	0	2,325	0	0	(2,597)	0	2,597	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Core Grants</b>																						
Public Health Grant	(33,877)	0	0	(3,006)	0	(36,883)	0	0	740	0	(36,143)	0	0	750	0	(35,393)	0	0	730	0	0	(34,663)
Local Lead Flood	(85)	0	0	85	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NHB	(17,813)	0	(3,804)	0	0	(21,617)	0	(5,000)	14,287	0	(12,330)	0	(5,000)	13,407	0	(3,923)	0	(5,000)	5,741	0	0	(3,182)
NHB Returned	(329)	0	0	329	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Education Services Grant	(4,140)	0	0	341	0	(3,799)	0	0	1,027	0	(2,772)	0	0	1,026	0	(1,746)	0	0	1,026	0	0	(720)
Improved Better Care fund	0	0	0	0	0	0	0	(820)	0	0	(820)	0	(3,036)	0	0	(3,856)	0	(2,533)	0	0	0	(6,389)
Council Tax Freeze Grant 2015/16	(907)	0	0	907	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Reserves</b>																						
General Fund (Corporate)	(624)	0	0	0	(1,456)	(2,080)	0	0	0	1,710	(370)	0	0	0	0	(370)	0	0	0	0	370	0
Earmarked (Directorate)	(1,209)	0	0	0	1,209	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
General Fund (Smoothing)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Financing</b>	<b>(342,505)</b>	<b>0</b>	<b>(10,617)</b>	<b>14,228</b>	<b>(247)</b>	<b>(339,141)</b>	<b>0</b>	<b>(14,409)</b>	<b>33,406</b>	<b>1,710</b>	<b>(318,434)</b>	<b>0</b>	<b>(14,910)</b>	<b>23,019</b>	<b>0</b>	<b>(310,325)</b>	<b>0</b>	<b>(14,982)</b>	<b>15,576</b>	<b>370</b>	<b>0</b>	<b>(309,361)</b>

**LONDON BOROUGH OF TOWER HAMLETS  
COUNCIL 24<sup>th</sup> FEBRUARY 2016  
BUDGET & COUNCIL TAX STATUTORY CALCULATIONS**

**SETTING THE AMOUNT OF COUNCIL TAX FOR THE COUNCIL'S AREA**

1. That the revenue estimates for 2016-17 be approved.
2. That it be noted that, at its meeting on 5<sup>th</sup> January 2016, Cabinet calculated 83,493 as its Council Tax base for the year 2016-17 [Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the "Act")]
3. That the following amounts be now calculated by the council for the year 2016-17 in accordance with Section 31 to 36 of the Local Government Finance Act 1992 as amended and the Local Authorities (Alteration of Requisite Calculations) (England) Regulations 2011:
  - (a) £1,271,486,394 Being the aggregate of the amounts which the council estimates for the items set out in Section 31A(2) of The Act. [Gross Expenditure]
  - (b) £1,194,602,325 Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of The Act. [Gross Income]
  - (c) £76,884,529 Being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council, in accordance with Section 31A(4) of The Act, as its council tax requirement for the year. (Item R in the formula in Section 31B of The Act). [Council Tax Requirement]
  - (d) £920.85 Being the amount at 3(c) above (Item R), all divided by Item T (2 above), calculated by the Council, in accordance with Section 31B(1) of The Act, as the basic amount of its Council Tax for the year. [Council Tax]

**LONDON BOROUGH OF TOWER HAMLETS  
COUNCIL 24<sup>th</sup> FEBRUARY 2016  
BUDGET & COUNCIL TAX STATUTORY CALCULATIONS**

(e)	<b>VALUATION BAND</b>	<b>LBTH £</b>
	A	613.90
	B	716.22
	C	818.53
	D	920.85
	E	1,125.48
	F	1,330.12
	G	1,534.75
	H	1,841.70

Being the amount given by multiplying the amount at 3(d) above by the number which, in the proportion set out in Section 5(1) of The Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of The Act, as the amount to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

4. That it be noted that for the year 2016-17 the Greater London Authority has stated the following amounts in precepts issued to the council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:-


<b>VALUATION BAND</b>	<b>GLA £</b>
A	184.00
B	214.67
C	245.33
D	276.00
E	337.33
F	398.67
G	460.00
H	552.00

**LONDON BOROUGH OF TOWER HAMLETS  
COUNCIL 24<sup>th</sup> FEBRUARY 2016  
BUDGET & COUNCIL TAX STATUTORY CALCULATIONS**

5. That, having calculated the aggregate in each case of the amounts at 3(d) and 4 above, the council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2016-17 for each of the categories of dwellings shown below:-

<b>VALUATION BAND</b>	<b>TOTAL COUNCIL TAX £</b>
A	797.90
B	930.89
C	1,063.86
D	1,196.85
E	1,462.81
F	1,728.79
G	1,994.75
H	2,393.70

6. That the council hereby determines in accordance with Section 52ZB of the Local Government Finance Act 1992, that its relevant basic amount of Council Tax for 2016-17 is not excessive in accordance with the principles approved by the Secretary of State under Section 52ZC of the Local Government Finance Act 1992. As the billing authority, the council has not been notified by a major precepting authority that its relevant basic amount of Council Tax for 2016/17 is excessive and that the billing authority is not required to hold a referendum in accordance with Section 52ZK of the Local Government Finance Act 1992.

<b>Cabinet</b>  2 <sup>nd</sup> February 2016	
<b>Report of:</b> Zena Cooke, Corporate Director of Resources	<b>Classification:</b> Unrestricted
<b>General Fund Revenue and Capital Budgets, Medium Term Financial Plan 2016-20</b>	

<b>Lead Member</b>	<b>Councillor David Edgar, Cabinet Member for Resources</b>
<b>Originating Officer(s)</b>	Barry Scarr
<b>Wards affected</b>	All wards
<b>Key Decision?</b>	Yes
<b>Community Plan Theme</b>	<b>One Tower Hamlets</b>

## REASONS FOR URGENCY

### EXECUTIVE SUMMARY

This report sets out proposals which form part of the draft Medium Term Financial Plan (MTFP) covering the four year period from 2016-17 to 2019-20.

It includes a revised assessment in each of the next four years of the General Fund, Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and the Capital Programme including:

- the financial resources available to the council;
- the cost of providing existing services; and,
- the overall level of savings that have been and still need to be identified to give a balanced, sustainable budget over the medium term financial planning period.

A summary of the projected General Fund budget for each of the four years is shown in [Appendix 1](#) with a more detailed service analysis in [Appendix 2](#).

The 2016-17 local government provisional finance settlement was announced on the 17<sup>th</sup> December 2015 following the Chancellor's Autumn Statement. The outcome of the settlement is reflected in this report.

Since the Spending Review was announced in November, the Government has made it clear that their austerity programme is likely to continue until at least 2019-20.

The pace at which austerity is implemented and further cuts to public spending will be dictated by the strength of the economy. Spending cuts have already been extended by one year, and the current plan to eliminate the deficit is reliant on £27bn projected future tax revenues.

The council forecasts that cuts to its grant, increases due to inflation and demographic pressures over the next four year period from 2016-17 to 2019-20 will result in a budget shortfall of £59.077m.

The MTFP includes a number of key planning assumptions which will need to be closely tracked as part of the council's established financial and performance monitoring process. This will ensure that any significant variances are quickly identified together with appropriate mitigating actions.

It should also be noted that the final settlement is expected during the first week of February. The figures and assumptions contained within this report are therefore still subject to change and may need to be updated for the February Full Council report.

## **RECOMMENDATIONS**

The Mayor in Cabinet is recommended to:

1. Agree a General Fund Revenue Budget of £358.313m subject to any changes that may be required following the final settlement in February 2016.
2. Agree the Council tax (Band D) at £920.85 for 2016-17 be referred to Full Council for consideration
3. To authorise the Corporate Director, Resources in consultation with the Mayor and Lead Member of Resources to make the required changes to the budget following the final settlement announcement in February.
4. Consider and comment on the following matters:

### **Budget Consultation**

The outcome of consultation with residents and the Overview and Scrutiny Committee on the budget and savings proposals as detailed in section 3.12 and [Appendix 9 and 10](#).

### **Funding**

The funding available for 2016-17 and the indications and forecasts for future years set out in Section 3.4.

### **Base Budget 2016-17**

The Base Budget for 2016-17 as £350.346m as detailed in [Appendix 1](#).

### **Growth and Inflation**

The risks identified from potential growth and inflation commitments arising in 2016-17 and future years and as set out in Section 3.5 and in [Appendix 3](#).

### **General Fund Revenue Budget for 2016-17 and Medium Term Financial Plan 2016-17 to 2019-20**

The initial budget proposal and Council Tax for 2016-17 together with the Medium Term Financial Plan set out in [Appendix 1](#).



## **Savings**

New savings items to be included in the budget for 2016-17 and the strategic approach for future savings to be delivered are set out in Section 3.6, Appendix 4.1 and 4.2 of the report.

## **Capital Programme**

The capital programme to 2018-19; including the proposed revisions to the current programme as set out in section 3.10 and detailed in Appendices 8.1, 8.2 & 8.3, and the proposed refresh of the council's capital strategy during 2016-17.

To adopt a capital estimate for Communities, Localities & Culture TFL LIP schemes (2016-17) totalling £2.487m & S106 schemes totalling £0.276m as detailed in Appendices 8.1 & 8.2.

## **Dedicated Schools Grant**

The position with regards to the Dedicated Schools Grant as set out in Section 3.8 and Appendices 6.1 & 6.2.

## **Housing Revenue Account**

The position with regards to the Housing Revenue Account as set out in Section 3.9 and Appendix 7.

## **Financial Risks: Reserves and Contingencies**

The strategic budget risks and opportunities as set out in Section 3.7 and Appendix 5.2.

## **Reserves and Balances**

New schemes being funded from general fund reserves in 2016-17.

The position in relation to reserves as set out in the report and further detailed in Appendices 5.1 & 5.3.

## **1 REASONS FOR THE DECISIONS**

- 1.1 The council is under an obligation to set a balanced budget for the forthcoming year and to set a Council Tax for the next financial year by 11<sup>th</sup> March 2016 at the latest. The setting of the budget is a decision reserved for Full Council. The council's Budget and Policy Framework requires that a draft budget is issued for consultation with the Overview & Scrutiny Committee following this meeting.
- 1.2 The announcements that have been made about Government funding for the council require a robust and timely response to enable a balanced budget to be set.

## **2 ALTERNATIVE OPTIONS**

- 2.1 The council is required to respond to the budget reductions in Government funding of local authorities and to set an affordable Council Tax and a balanced budget, while meeting its duties to provide local services. This limits the options available to Members. Nevertheless, the council can determine its priorities in terms of the services it seeks to preserve and protect where possible, and to a limited extent the services it aims to improve further, during the period of continuing budget reductions.

## **3 DETAILS OF REPORT**

### **3.1 BACKGROUND**

- 3.1.1 The council's integrated financial and business planning process is the key mechanism for reviewing plans and strategies to ensure priorities are being delivered and that resources are allocated effectively to underpin their achievement. The process culminates in changes to the budget and medium term financial strategy that reflect the Mayor's priorities, the Community Plan and Strategic Plan objectives.
- 3.1.2 The refresh of the Medium Term Financial Plan (MTFP) presented to Cabinet on 28th July 2015 showed that the economic base of the council, which comprises of income through council tax and business rates is growing and identified the savings requirement to deliver a balanced budget. This report provides updates on the Local Government Finance Settlement, revisions to savings proposals, growth and investment proposals, and any further changes to resource assumptions. The MTFP is also projected forward to the financial year 2019-20 to align with the government's spending review period with a profile on future savings requirements.
- 3.1.3 The main body of the report is in ten sections:
  - Strategic Approach (Section 3.2)
  - Medium Term Financial Plan & Proposed Budget (Section 3.3)
  - Financial Resources (Section 3.4)
  - Budget Pressures and Growth Allocations (Section 3.5)
  - Savings Proposals (Section 3.6)

Risks and Opportunities (Section 3.7)  
Schools' Funding (Section 3.8)  
Housing Revenue Account (Section 3.9)  
Capital Programme (Section 3.10)  
Treasury Management Strategy (Section 3.11)  
Budget Consultation (Section 3.12)

3.1.4 The key planning assumptions that support the draft MTFP are set out below and in the attached appendices listed. Those planning assumptions have taken account of the Autumn Statement announced by the Chancellor of the Exchequer on the 25<sup>th</sup> November and the subsequent local government provisional finance settlement that was published on the 17<sup>th</sup> December 2015.

## **3.2 STRATEGIC APPROACH**

3.2.1 The council has a well-embedded approach to strategic and financial planning. The development of the Medium Term Financial Strategy has been informed by an understanding of the opportunities and potential in the borough. This includes:

- Ongoing economic growth and a rising employment rate
- A vibrant population with a high proportion of young people
- An active voluntary and community sector, and
- A partnership committed to collaborative working around priority outcomes.

3.2.2 It also recognised that there are some long term and emerging challenges, including:

- Growth and development impacting on local infrastructure and services
- Low employment levels, particularly for women and some ethnic minorities
- Significant child poverty and the impact of welfare benefit reductions
- Local people priced out by spiralling housing prices, and the danger of a polarised community
- Low levels of health and life expectancy
- The need to be vigilant and tackle the potential for radicalisation and extremism.

3.2.3 Against this backdrop, a Strategic Framework has been developed informed by an understanding of the local community, its views and the opportunities and challenges the council faces. The Framework sets out key priorities that the Medium Term Financial Strategy will help deliver and are based around two Priority Outcomes. Each Priority Outcome is supported by a number of Strategic Objectives. These are as follows:

Priority Outcome 1: **Creating opportunity by supporting aspiration and tackling poverty**

- 1.1 A dynamic local economy, with high levels of growth benefiting us
- 1.2 More residents in good-quality, well-paid jobs
- 1.3 Young people realising their potential
- 1.4 More people living healthily and independently for longer
- 1.5 Reducing inequality and embracing diversity

**Priority Outcome 2: Creating and maintaining a vibrant, successful place**

- 2.1 An improved local environment
- 2.2 Better quality homes for all
- 2.3 Less crime and anti-social behaviour
- 2.4 Engaged, resilient and cohesive communities

3.2.4 To complement and ensure delivery of these priorities and outcomes, the Framework sets out an Enabling Objective of a Transformed Council, making best use of resources and with an outward facing culture. An Outline Strategic Plan which provides further detail of the council's key priorities, supporting activities and transformation principles is being considered elsewhere on the agenda..

**3.3 MEDIUM TERM FINANCIAL PLAN & PROPOSED BUDGET**

3.3.1 The revised Medium Term Financial Plan is set out at [Appendix 1](#), and the detail by service area at [Appendix 2](#). The detailed figures and assumptions incorporated in these tables are explained more fully in this report. The figures assume a council budget requirement of £358.313 for 2016-17 and a Council Tax at Band D of £920.85.

**Spending Review and Autumn Statement – November 2015**

3.3.2 The Chancellor of the Exchequer published the government's joint Spending Review 2015 and Autumn Statement on 25<sup>th</sup> November 2015, setting out public expenditure plans for 2016-17 to 2019-20.

3.3.3 The changes to the underlying Office of Budget Responsibility (OBR) forecasts since July 2015 showed a £27bn improvement in the level of public finances. This is based on the underlying forecast for tax receipts being stronger and lower debt interest.

3.3.4 The improvements to the OBR forecast since Summer Budget 2015 mean that the remaining budgetary consolidation now required is £18bn. Spending Review 2015 (SR15) is intended to deliver £12bn of savings to the overall Resource Departmental Expenditure Limit (DEL) spending. In addition, an apprenticeship levy will raise £3bn and the remaining £3bn is being delivered through reforms such as Making Tax Digital and further measures to tackle tax avoidance.

3.3.5 The government has protected a number of core priorities from the spending reductions and these include:

- Spending 2% of Gross Domestic Product (GDP) on defence for the rest of this decade;

- Spending 0.7% of Gross National Income on overseas aid;
- Providing the NHS in England with £10bn per year more in real terms by 2020-21 than in 2014-15;
- Increasing the basic State Pension by the triple lock in April 2016, so that it rises to £119.30 a week;
- Protecting schools' funding in England in real terms over the Spending Review period;
- Protecting overall police spending in real terms over the Spending Review period;
- Maintaining funding for the arts, national museums and galleries in cash terms over this Parliament.

- 3.3.6 Despite the improved forecasts, Local Government was hit particularly hard in the spending review. Total funding is set to reduce by £6.1bn, equivalent to a 56% reduction in revenue support grant, or 27.5% reduction in Settlement Funding Assessment (SFA), which is explained further in 3.4.6. In addition, councils will also be subject to the apprenticeship levy on larger employers announced from April 2017 onwards. It will be set at a rate of 0.5% of an employer's pay bill. Employers will receive an allowance of £15,000 to offset against their levy payment.
- 3.3.7 The government will allow local authorities with adult social care responsibilities the power to raise an additional 2% through council tax to fund adult social care. The 2% is in addition to the council tax referendum limit and needs to be used for adult social care only. It should be noted that the government has included the assumption that councils will increase council tax by 2% per year in this finance settlement. This is expected to raise an additional £2bn nationally per annum by 2019-20
- 3.3.8 The government also announced that £1.5bn will be made available to local authorities to add to the Better Care Fund by 2019-20. However, the £1.5bn will be part funded by a £800m top-slice to New Homes Bonus. In addition, New Homes Bonus could move from a 6 year funding period to a 4 year funding period, and proposals introduced to 'sharpen the incentives'.
- 3.3.9 The SR reported that there will be savings made to Public Health Funding, with 3.9% average real terms saving per annum over the next five years (and that the ring fence will be maintained for 2016-17 and 2017-18. The government are also planning to consult on moving the funding from the current grant-based system to being funded from retained business rates.
- 3.3.10 The Chancellor re-iterated previous announcements regarding the move to 100% business rates retention by the end of this Parliament. Key features of the move to 100% business rates retention will include the ability for directly elected Mayors to increase the local rate for specific infrastructure projects and the ability for local authorities to be able to reduce rates locally. The SR report included reference to the additional responsibilities that 100% business rates retention may bring. It suggested that the government would consider transferring responsibility for funding the administration of Housing Benefit for pensioners and Public Health funding.

- 3.3.11 The government confirmed that the current review of business rates will report at Budget 2016 and it will be fiscally neutral (it remains to be seen if this is neutral nationally, or at an individual council level).
- 3.3.12 The Spending Review protected the core schools' budget in real terms, enabling the per pupil rate for the Dedicated Schools Grant to be protected in cash terms.
- 3.3.13 The government will introduce the first national funding formula for schools, high needs and early years, with a detailed consultation in 2016 and the implementation of the new formulae from 2017-18.
- 3.3.14 There will be investment of £3bn over the Parliament to open 500 free schools and provide 600,000 additional school places, rebuild and refurbish over 500 schools and address maintenance need.
- 3.3.15 The government plans to extend Academies and, in doing so, to save up to £600m on the Education Services Grant.

#### **Local Government Finance Settlement**

- 3.3.16 On the 17<sup>th</sup> December 2015, the provisional 2016-17 Local Government Finance Settlement was announced by the Secretary of State. The announcement provided illustrative figures for 2016-17, and an offer of four years guaranteed funding, with caveats.
- 3.3.17 The settlement is the first that incorporates the changes introduced in the spending review, and was published on the very last day of parliamentary business before the Christmas break. A number of areas have yet to be clarified, and other areas are subject to consultation. This report incorporates consideration of the provisional settlement implications for the Borough. Where details have not yet been finalised by the government, or are dependent on the results of consultation, underlying assumptions are made clear in the report.
- 3.3.18 The final settlement is expected during the first week of February. There is a possibility that some changes may need to be made to the report to Full Council to take account of any material changes that result from the final local government settlement.

## The Updated Council's Medium Term Financial Plan

3.3.19 The Council's updated MTFP is summarised in the table below:

Summary Draft Medium Term Financial Plan 2015-2020					
	2015-16	2016-17	2017-18	2018-19	2019-20
	£'000	£'000	£'000	£'000	£'000
<b>Net Service Costs</b>	355,585	350,346	358,313	346,914	355,865
<b>Growth (Incl Public Health)</b>	14,442	23,890	(16,899)	3,451	3,400
<b>Savings</b>					
<b>Approved</b>	(22,421)	(4,000)	0	0	0
<b>New</b>	(200)	(17,423)	0	0	0
<b>Inflation</b>	2,940	5,500	5,500	5,500	5,500
<b>Total Funding Requirement</b>	<b>350,346</b>	<b>358,313</b>	<b>346,914</b>	<b>355,865</b>	<b>364,765</b>
<b>Government Funding</b>	(88,693)	(73,094)	(58,474)	(48,444)	(38,079)
<b>Retained Business Rates</b>	(117,960)	(120,344)	(126,750)	(131,731)	(137,172)
<b>Council Tax</b>	(69,815)	(76,884)	(80,775)	(84,862)	(89,156)
<b>Collection Fund Surplus</b>					
<b>Council Tax</b>	(2,131)	(1,278)	0	0	0
<b>Retained Business Rates</b>	(4,922)	(2,597)	0	0	0
<b>Core Grants</b>	(57,151)	(58,626)	(48,392)	(41,245)	(41,281)
<b>Earmarked Reserves (Directorates)</b>	(1,833)	(2,080)	(370)	(370)	0
<b>Total Funding</b>	<b>(342,505)</b>	<b>(334,903)</b>	<b>(314,761)</b>	<b>(306,653)</b>	<b>(305,689)</b>
<b>Budget Gap (excl use of Reserves)</b>	7,841	23,410	32,153	49,213	59,077
<b>Unallocated Contingencies</b>	0	0	0	0	0
<b>Budgeted Contributions to Reserves</b>	0	0	0	0	0
<b>General Fund Reserves</b>	(7,841)	(23,410)	(2,153)	(1,213)	(1,077)
<b>Unfunded Gap</b>	0	0	30,000	48,000	58,000
<b>Savings to be delivered in each year</b>	(0)	0	(30,000)	(18,000)	(10,000)
	<b>31/03/2016</b>	<b>31/03/2017</b>	<b>31/03/2018</b>	<b>31/03/2019</b>	<b>31/03/2019</b>
Balance on General Fund Reserves (£000s)	63,616	40,206	38,053	36,841	35,764

Table1 – Summarised MTFP for 2016-17 to 2019-20

- 3.3.20 As set out in the table above and in detail in Appendix 2 the council has a balanced budget in 2016-17. The MTFP identifies a budget shortfall of £58m over the remaining MTFP to 2019-20. To manage these budget gaps, after use of reserves, the council will have to save £30m, £18m and £10m in these 3 financial years.
- 3.3.21 Savings targets for 2017-18 onwards are subject to more volatility than usual. These figures represent a prudent approach to defining the budget gap and subsequent savings to be delivered.
- 3.3.22 There has been a movement in the MTFP presented to Council in March 2015, due to:
- A review of growth and inflation requirements
  - A recalculation of the Council Tax base
  - Realignment of business rates income with economic growth
  - The Autumn Statement and Local Government Finance Settlement
  - Adjustments to reserves as a result of the 2015-16 outturn position
  - In year budget adjustments – July Cabinet 2015
- 3.3.23 There have also been a number of changes made to the report considered by the Mayor in Cabinet in January 2016 and these include:
- Approved growth and inflation requirement for 2015-16 awarded to directorates
  - Cabinet Decision not to progress savings – January 2016

### **3.4 FINANCIAL RESOURCES**

- 3.4.1 The Council has the following main sources of funding:
- Retained Business Rates
  - Revenue Support Grant (RSG)
  - New Homes Bonus
  - Better Care Fund
  - Public Health
  - Other Grants
  - Council Tax
  - One-off Use of Reserves
- 3.4.2 This section will also set out and analyse the government's proposal for a four year guaranteed settlement.
- Retained Business Rates**
- 3.4.3 The Local Government Finance Act 2012 introduced a system whereby councils were allowed to retain an element of Business Rate income. An initial baseline exercise established that Tower Hamlets Business Rates



were not at a sufficient level to cover its resource requirement, so the council is therefore subject to a government “top-up”. The Business Rates collected in a financial year are split between the government (50%), the GLA (20%) and the council (30%). Any increases in the business rates total will be retained by the Council, subject to the above ratios. As the council is a top-up council, there is no upper limit to the amount of business rates that can be retained.

- 3.4.4 The current MTFP assumes that income over the next four years through Retained Business Rates will be as follows:

	2016-17 £m	2017-18 £m	2018-19 £m	2019-20 £m	Total £m
Retained Business Rates	120.344	126.750	131.731	137.172	515.997

*Table 2 – Assumed retained business rates income from 2016-17 to 2019-20*

- 3.4.5 This represents an increase of £2.4m compared to 2015-16, based on known business developments that will be coming on stream during the year.
- 3.4.6 The figures published by the government in the four year settlement offer are based on SFA, i.e. the government’s estimate of the council’s baseline business rates when the system was set in 2013. This ignores the planned revaluation in 2017 of properties based on 2015 prices (the current system is based on 2010 values), when it is possible that the council will move to be a tariff council rather than the current top up situation. Under this scenario, the council would receive more business rates as a result of the revaluation, but would be required to pay an excess to the government. It would also mean that the levy would apply to retained business rates, i.e. the council would no longer keep 100% of the income generated above the new baseline.
- 3.4.7 Early modeling of the effects of the 2017 revaluation show that the council would gain via a higher business rates baseline, but would potentially lose due to the levy and a high level of appeals. The current MTFP assumes that the effects of the revaluation will be broadly neutral until further details are announced.
- 3.4.8 The business rates figure in 2015-16 included a grant awarded for a 2% cap on the national multiplier applied to business rates. The MTFP assumes that this grant (£1.4m) will continue for the next four years; however this is yet to be confirmed.
- 3.4.9 During times of restricted economic growth, the council has taken a prudent approach to estimating business rates. The UK economy is now growing, and the above analysis reflects a similar growth pattern in 2016-17 compared to 2015-16. However, this does introduce an additional risk of non-achievement of income targets.
- 3.4.10 There will be an extension to the doubling of small business rate relief (SBRR) in England for 12 months to April 2017. The figures reflect the

implementation of this relief, and the council will be compensated by a revenue (Section 31) grant.

### Revenue Support Grant

- 3.4.11 The July Cabinet report included Revenue Support Grant (RSG) of £64m, in line with the indicative 2016-17 figures.
- 3.4.12 The 2015-16 MTFP report identified that the coalition government had introduced dramatic changes to Revenue Support Grant; it was no longer mainly allocated on the basis of need, which meant that councils with relatively high indices of deprivation, like Tower Hamlets, were disproportionately affected by funding cuts.
- 3.4.13 The provisional settlement has introduced a new methodology for allocating revenue support grant. Rather than applying the same percentage cut to all authorities which was thought to be the planned approach, the new approach takes into account individual authorities' council tax raising ability and the type of services provided. This would appear to favour upper tier authorities, with significantly larger funding reductions for district councils. This change has had a significant impact on Tower Hamlets as an illustration, the table below shows the highest and lowest reductions to Settlement Funding Assessment (SFA) over the life of the spending review:

Council	Adjusted 2015-16	2019-20	% Change
	£m	£m	
<b>10 highest % reductions</b>			
East Dorset	2.2	0.4	-83%
Elmbridge	4.0	0.8	-79%
Reigate and Banstead	3.8	0.8	-79%
Mole Valley	2.1	0.5	-78%
Surrey Heath	2.5	0.6	-75%
Chiltern	2.5	0.6	-75%
Wokingham	26.7	6.9	-74%
Tandridge	2.6	0.7	-72%
Maidstone	5.2	1.6	-69%
Sevenoaks	3.7	1.2	-67%
<b>10 Lowest % Reductions</b>			
Birmingham	611.9	464.9	-24%
Liverpool	299.2	227.5	-24%
Southwark	197.9	150.7	-24%
Wandsworth	126.2	96.4	-24%
<b>Tower Hamlets</b>	<b>187.9</b>	<b>143.8</b>	<b>-23%</b>
Manchester	305.0	234.3	-23%
Knowsley	107.8	83.2	-23%
Hackney	187.3	144.9	-23%
Westminster	154.1	119.2	-23%
Newham	189.3	146.7	-22%

Table 3 - 10 highest and lowest % reductions in SFA

- 3.4.14 The table shows that Tower Hamlets has the 6<sup>th</sup> lowest cut in SFA out of over 400 Local Authorities in the UK, and that there has been a transfer of funding to authorities with upper tier services such as adult social care.

London Boroughs in particular have benefitted from this change to the methodology; over the cumulative four year period, London boroughs will receive the lowest percentage cut of all types of regions (for councils only), and the second lowest in terms of council type (only metropolitan districts will receive a lower cut). Shire counties and districts will see the largest percentage cuts to SFA.

- 3.4.15 As a result of these changes, the provisional local government finance settlement announced that RSG in 2016/17 would be £68.66m for the council, £3.86m more than expected and previously reported.

#### **New Homes Bonus**

- 3.4.16 The principle behind New Homes Bonus (NHB) is to reward those authorities who increase the housing stock either through new build or bringing empty properties back into use. Each additional band D equivalent property attracts grant funding equivalent to the national average band D tax rate and the funding lasts for six years.
- 3.4.17 When the government first introduced NHB in 2011-12, it was fully funded. From 2013-14 onwards, NHB was top-sliced from Revenue Support Grant (RSG) – in effect, all councils would lose a proportion of RSG, which would then be recycled back as NHB. Those councils that increased the housing stock in the area would be proportionately better off than those who hadn't.
- 3.4.18 Tower Hamlets is a high growth area, and has accumulated the highest level of NHB in the country. The estimated gross NHB for Tower Hamlets in 2016-17 is £28.6m, with 2016-17 being the first year of the full 6 year cumulative allocations. Because NHB is in effect recycled RSG, the funding has been used to balance the budget and MTFP over the last five years. However, the scale of the grant has produced a dependency in the MTFP, and exposure to risk and volatility if the funding regime changes.
- 3.4.19 In 2015-16 New Homes Bonus funding for London Boroughs was top-sliced in order to fund Local Enterprise Partnership priorities via the GLA as part of the Growth Deal for London announced by the Chancellor in the 2014 Autumn Statement. As a result, Tower Hamlet's New Homes Bonus allocation was reduced from a gross amount of £25.2m to £18.1m in the MTFP, a reduction of £7.024m. The MTFP approved by Council in March 2015 assumed that the top slice would continue over the life of the plan.
- 3.4.20 In the autumn statement, the Chancellor announced the government will consult on reforms including 'sharpening the incentive' to reward communities for additional homes and reducing the length of payments from 6 years to 4 years. A consultation on 'sharpening the incentives' was published on 17<sup>th</sup> December 2015, with the following key features:
- The government proposes to reduce the number of years payments are received from 6 to 4 years. This would be effective from 2017-18, with the 2012-13 payment only having 5 annual payments and the 2013-14 (and future years' payments) only having 4.
  - Withholding new allocations in areas where no local plan has been produced in accordance with the Planning and Compulsory Purchase Act 2004;

- Reducing payments for homes built on appeal; and
- Only making payments for delivery above a baseline representing 'deadweight' (houses that would have been built regardless of NHB), set at 0.25% of the base

3.4.21 If implemented, this would have the effect of reducing the national level of New Homes Bonus from £1.485bn in 2016-17 to £900m in 2019-20.

3.4.22 Given the high level of NHB allocated to Tower Hamlets, changes to the funding is a key risk that could have a significant impact. The proposed MTFP manages the risk by reducing the council's reliance on NHB in balancing the budget. A proportion of the NHB received has been included in the MTFP in the table below. Additional allocations above this will be set aside to support the council's capital programme for affordable housing and infrastructure. This reduced reliance on NHB in the MTFP will be reflected in the council's refreshed capital strategy. This approach produces the following profile for New Homes Bonus over the four year period:

Year	£m
2016-17	21.6
2017-18	12.3
2018-19	3.9
2019-20	3.1

*Table 4 – 4 year new homes bonus allocations*

#### **The Better Care Fund**

3.4.23 The Better Care fund (BCF) was announced as part of the 2013-14 spending review. The Fund is a pooled budget, bringing together local council and NHS funding to create a £3.8bn national pot designed to integrate care and health services.

3.4.24 The Tower Hamlets Better Care Fund is applied to a series of projects and work streams, to be jointly agreed with the NHS via the Clinical Commissioning Group (CCG). The 2016-17 totals have yet to be announced, but the impact on the MTFP is neutral, as the fund was not a grant, and did not impact the funding requirement of the council.

3.4.25 The representation of the fund by national government has been contentious – it was included in previous calculations of local government 'spending power' (although councils had no direct control over it), and was also included in NHS spending totals. It appeared to be double counted. The government has responded to representations from the sector and removed BCF from the calculation of 'core spending power'. The revised calculation, which forms part of the guaranteed 4 year settlement, does include an 'improved better care fund', to be allocated to local authorities from 2017-18 onwards. An additional £1.5bn by 2019-20 has been allocated to local authorities with social care responsibilities. As with the allocation of Revenue Support Grant, this funding takes into account local authorities' ability to raise resources locally. In this instance, it factors in the amount that each council can raise from the 2% social care precept on Council Tax. The in-

year national allocations are:

- 2017-18        £105m
- 2018-19        £825m
- 2019-20        £1,500m

The provisional figures for Tower Hamlets are as follows:

Year	£m
2017-18	1.6
2018-19	7.7
2019-20	12.8

*Table 5 – improved better care fund provisional allocations*

3.4.26 The exact way in which the fund will operate has yet to be announced. The government calculations of how 'core spending power' will change over the four year period include the improved better care fund (IBCF), but also include reductions in New Homes Bonus. Table 4 shows a £8.5m reduction (after setting aside £10m for capital purposes) in budgeted NHB by 2019-20, with table 5 showing an increased £12.8m allocation from the improved better care fund. If this new fund is ring fenced, i.e. can only be spent on NHS integration or new services, then it will in effect be forcing the council to remove funding from discretionary services funded by NHB to statutory services funded by IBCF. In the absence of any firm details, the MTFP reflects a prudent assumption that 50% of the funding will be used on integration and additional services, while 50% will be used for existing costs and pressures in adult social care. This assumption will be updated once further information is provided by the government.

### **Public Health**

3.4.27 The original 2015-16 ring-fenced grant of £32.261m was reduced in year by the government by £2m as part of the Summer Budget.

3.4.28 In addition, the Spending Review Report in November 2015 state that there will be savings made to Public Health Funding, with 3.9% average real terms saving per annum over the next five years and that the ring fence will be maintained for 2016-17 and 2017-18. The year on year reductions are as follows:

Year	£m
2016-17	0.666
2017-18	0.740
2018-19	0.750
2019-20	0.730

*Table 6 - reductions in public health grant*

3.4.29 The revised Public Health Grant allocation for 2016-17 is £29.595m which represents a decrease of £0.666m from the 2015-16 grant allocation. In the

long term the MTFP has been constructed on the basis that the costs of public health services will have to be contained within the reduced amounts as per the spending review.

- 3.4.30 Public Health funding and commissioning responsibility for 0-5 year olds was transferred to Local Government in October 2015. The 2015-16 Tower Hamlets figure for 6 months (October to March) was £3.616m; the full year grant for 2016-17 for this function on the same basis should be £7.078m after taking account of the 2.2% reduction announced.
- 3.4.31 The government are also planning to consult on moving the funding from the current grant-based system to being funded from retained business rates. As a result, the MTFP model now shows Public Health as part of the council's funding requirement, with the grant identified as a funding source.
- 3.4.32 The provision for free school meals over and above current government policy will continue to be made from the public health grant, to ensure that all children in primary schools receive free school meals. £2.675m has been included in the MTFP to be funded from the PH grant.

### **Other Grants**

#### *Education Services Grant*

- 3.4.33 Education Services Grant (ESG) replaced the former Local Council Central Spend Equivalent Grant (LACSEG) in 2013-14. The major change was that grant which had formerly been paid to Local Authorities for service provision to schools is now paid direct to academies. Those councils with high levels of Academy conversions would lose substantial amounts of grant as a result.
- 3.4.34 Academy conversion levels in Tower Hamlets are currently relatively low, and the council has not seen significant grant reductions as a result. However, in the autumn statement, the Chancellor announced this grant will be cut by £600m as part of plans to "reduce the local council role in running schools and remove a number of statutory duties" and turning all schools into academies.
- 3.4.35 As a result of these policy changes, the MTFP assumes that ESG will reduce from a total of £3.8m in 2016-17 down to £720k in 2019-20. The policy of academisation and the removal of education functions from local authorities will have a major impact on the resource base, but as there are no firm announcements from government as to how this will operate in practice, no assumptions have been made at this point regarding parallel savings or cost pressures as ESG declines.

#### *Dedicated Schools Grant*

- 3.4.36 The largest single grant received by the council is Dedicated Schools Grant (DSG), which is ringfenced to fund school budgets and services that directly support schooling. Further detail on the DSG is set out in Section 3.8.
- 3.4.37 In the autumn statement, the Chancellor announced the government will introduce the first national funding formula for schools, high needs and early years. The government will launch a detailed consultation in 2016 and implement the new formulae from 2017-18. This is likely to have significant implications for the council and the borough's schools.

## **Council Tax**

- 3.4.38 As announced at SR2015, the government has confirmed that there will be a 2% social care 'precept'. Those authorities with Adult Social Care responsibilities will be required to provide certain information and undertake a number of actions if they choose to apply the 2% 'precept'. The Secretary of State will take account of the authorities' actions when setting referendum principles in future years.
- 3.4.39 Guidance is provided on the new flexibility. This includes:
- There will be a requirement for Section 151 officers in these authorities to provide information demonstrating that an amount equivalent to the additional council tax has been allocated to adult social care. This must be done within 7 days of their council setting its budget and council tax for 2016-17. In subsequent years of the Parliament, Section 151 officers will be required to confirm that this additional council tax continues to be allocated to adult social care.
  - These authorities must confirm the level of their average Band D (excluding parish precepts) council tax increase for 2016-17, and the proportion of it attributable to funding for adult social care on the Council Tax Requirement form that must be returned to DCLG within 7 days of their council tax having been set. The data provided will form part of the annual statistical release on council tax levels, which is usually published annually in March.
  - The amounts allocated to adult social care must be reflected in Revenue Account returns sent to DCLG in April/May 2016; and in the Revenue Outturn forms which will be submitted to DCLG in May 2017. The above information will be required each year that the scheme is in operation. From 2017-18 onwards, the requirement will also encompass the cumulative year-on-year revenue being allocated to adult social care.
  - Tax payers must be informed on the face of the council tax bill and in the information supplied with it about the part of the increase that is being used to fund adult social care.
- 3.4.40 Authorities were invited to give their views on the operation of this new flexibility and section 151 officers in these authorities were requested to indicate whether their council is minded to take up the 2% flexibility (in full or in part), by 5pm on 15<sup>th</sup> January 2016. In line with this requirement the section 151 officer has notified the DCLG of the Council's intentions to take up this flexibility, subject to Full Council approval.
- 3.4.41 The guidance also suggests that authorities setting a council tax increase which does not make use of the additional flexibility in any year will still be asked to comply with some of the steps outlined in relation to any increases in council tax that will be used to fund adult social care services.
- 3.4.42 The Secretary of State will monitor the use of the additional flexibility and will take authorities' actions into account when determining referendum principles each year.

- 3.4.43 The provisional settlement also confirmed that Council Tax Freeze Grant will not be available for 2016-17. The council has utilised this grant in the past to keep council tax levels low, but in the absence of such funding, it is proposed that Council Tax is increased by 1.99% in 2016-17.
- 3.4.44 Allowing for a 1.99% increase, a 2% increase for the social care precept, and the revised base to be approved by Cabinet, revenue through council tax income is estimated at £76.884m for 2016-17. For future years, the figures currently assume a 2% rise for the social care precept, but no further ongoing general increase in Council Tax.

#### *Local Council Tax Support Scheme*

- 3.4.45 The Welfare Reform Act 2012 abolished the national council tax benefits system (CTB) and replaced it with the Local Council Tax Support Scheme (LCTSS) under the Local Government Finance Act.
- 3.4.46 There is a statutory requirement to approve the new Local Council Tax Support Scheme (LCTSS) by Council before 31<sup>st</sup> January each year. Full council approved the new Local Council Tax Support Scheme for 2016-17 at its meeting on the 20<sup>th</sup> January 2016.

#### **Reserves**

- 3.4.47 The Council holds a number of reserves which can be categorised as follows:
- General (Non-earmarked) Reserves - these are held to cover the net impact of risks and opportunities and other unforeseen emergencies.
  - Earmarked (Specific) Reserves - these are held to cover specific known or predicted financial liabilities.
  - Other Reserves - these are reserves which relate to ring-fenced accounts which cannot be used for general fund purposes (e.g. Housing Revenue Account and Schools).
- 3.4.48 A summary of the council's reserves and associated risk analysis is attached in Appendices 5.1, 5.2 & 5.3. This also shows the projected movement on the reserves for the current financial year, 2016-17 and then 2017-18 to 2019-20.
- 3.4.49 It is projected that the council will have non-earmarked General Fund Reserves of £63.6m as at 31<sup>st</sup> March 2016. This is greater than projected in the Medium Term Financial Plan previously reported due to budget contingencies not being required.
- 3.4.50 The level of General Fund Reserves over the 2016-17 to 2019-20 is expected to reduce to £35.764m. It is proposed that the strategy established in previous years to utilise general reserves to smooth the impact of savings remains, subject to the level of reserves never falling below the minimum level of £20m. The MTFP has been designed to achieve this but spending and income levels will need to be continuously scrutinised on an on-going basis to ensure this strategy is achieved.
- 3.4.51 There are no budgeted contributions to reserves from 2016-17 onwards and therefore all risks and costs arising will need to be met from existing



reserves or from approved budgets. This position will need to be kept under review over the plan period and it is possible that officers will recommend further allocations to reserves if budget risks increase. In the event that General Fund Reserves fall below the recommended minimum value, prompt action would be required to increase the level of reserves to a safe level.

3.4.52 The detail of specific schemes and initiatives being funded from reserves are set out below and in Appendix 3 of the report.

- Planned Maintenance (Corporate Buildings) - £0.523m
- Security and Associated costs on the Royal London site - £0.140m
- Educational Maintenance Allowance - £1.110m
- Impact of welfare reform changes - £1m
- New Civic Centre - £20m
- Support for Higher Education (formerly Higher Education Bursary) - £0.600m

#### **Proposed four year settlement**

3.4.53 Since 2010 Local Government has been subject to annual finance settlements whilst trying to plan strategic savings programmes over the medium term. Representations have been made to provide a multi-year settlement, and the government has responded with a provisional four year settlement deal from 2016-17 to 2019-20.

3.4.54 The four year settlement focusses on core spending power, and for Tower Hamlets, the figures are as follows:

<b>Core Spending Power of Local Government;</b>					
<b>Tower Hamlets</b>	2015-16 (adjusted)	2016-17	2017-18	2018-19	2019-20
		£ millions	£ millions	£ millions	£ millions
Settlement Funding Assessment	187.9	170.7	158.0	150.9	143.8
Council Tax of which;	69.8	75.7	82.5	90.0	98.3
Council Tax Requirement excluding parish precepts (including base growth and levels increasing by CPI)	69.8	74.2	79.4	84.9	90.9
Additional revenue from 2% referendum principle for social care	-	1.5	3.2	5.1	7.4
Improved Better Care Fund	-	-	1.6	7.7	12.8
New Homes Bonus and returned funding	25.2	28.6	29.0	18.2	17.5
<b>Core Spending Power</b>	<b>282.9</b>	<b>275.0</b>	<b>271.2</b>	<b>266.9</b>	<b>272.4</b>
Change over the Spending Review period (£ millions)					-10.5
Change over the Spending Review period (% change)					-3.7%

- 3.4.55 The figures imply that Tower Hamlets would face a £10.5m cut in core spending by 2019-20, a 3.7% reduction, assuming that the 2% social care levy is implemented, and that the Council Tax base grows. It also ignores the GLA top slice for New Homes Bonus, the 2017 revaluation of business rates, and the potential for discretionary spending to be squeezed by a ring fenced improved better care fund.
- 3.4.56 Government has stated that it will offer any council that wishes to take it up a four year funding settlement to 2019-20. Councils will need to request this and have an efficiency plan in place, although the government has not yet provided any detail regarding what will be required within such a plan. It is considered likely that the plan will include the need to demonstrate that reserves are being utilised effectively.
- 3.4.57 There are also a number of caveats and/or unknowns associated with the offer:
- The final grant determinations (of the funding figures produced) in future years will still be subject to change as the business rates multiplier changes and for future changes such as transfer of functions, mergers etc.
  - The government also says future years could change owing to unforeseen events but does not indicate if this includes unforeseen economic events such as failing to meet its fiscal targets for a budget surplus;
  - The government has not indicated what the formal process for this request is; who from a council should request the future years' settlement; what the timetable for the request is; what approval process is required in a council; whether a request can be rescinded if there is political change at a local council.

## **3.5 BUDGET PRESSURES AND GROWTH ALLOCATIONS**

### **Service Demand**

- 3.5.1 The council's budget monitoring reports over the first six months of 2015-16 show a break-even position. This provides reassurance that the council is successfully delivering the 2015-16 savings target of £27m and managing to contain growth and inflation pressures within the budget allocation awarded as part of the 2015-16 funding envelope.
- 3.5.2 A review of new and emerging growth pressures was undertaken and a schedule detailing new budget pressures in each service area is attached as Appendix 3. Over the four year planning period the growth pressures excluding inflation total some £17.269m. The pressures for 2016-17 are summarised below:
- Adult Services (£3.304m) – resulting from increased costs relating to demographic pressures in adult social care and Implementation of the Ethical Care Charter.
  - Communities, Localities and Culture (£0.965m) – resulting from the

increased cost of waste disposal to landfill sites and replacement of street lighting.

- Development & Renewal (£0.663m) – resulting from the need to meet one off pressures around planned maintenance and security of council buildings.
- Introduction of the Single Tier State Pension (£1.800m) and the Apprenticeship Levy (April 2017) (£0.800m) – These amounts are required to fund the additional cost to the council for increased employers' national insurance contributions and estimated contribution to the government's new apprenticeship programme.

3.5.3 In addition to the service pressures and allocations identified above, the following service priorities are being awarded growth allocations:

- The scheme to replace Educational Maintenance allowance which provides much needed support to young people in the borough will continue in each year of the MTFP. £0.370m has been included in the growth figures above for this initiative.
- Support for Higher Education (formerly known as Higher Education Bursary) which provides support to students for the cost of attending university will continue in 2016-17. £0.600m has been included in the growth figures for this initiative.
- £1.0m has been set aside to tackle anti-social behaviour and improve street cleanliness around the borough.
- The provision of free school meals to ensure all children in primary schools receive free school meals will continue over the MTFP period. £2.675m has been included in the MTFP and will be funded from the Public Health grant.
- £0.725m was allocated in the MTFP in 2015-16 to mitigate against the impact of welfare reform changes, particularly in relation to housing and benefits. Further welfare changes are expected to have an even greater impact on these services for residents in 2016-17. A further £1m provision has therefore been made in the MTFP. A review of the use of the funding currently provided and the on-going ability to cover the shortfalls arising from the impact of welfare reform will be undertaken during 2016-17.

3.5.4 Provision for growth is generally held centrally and only released once it has materialised and is evidenced.

### **Inflation**

3.5.5 In addition to the specific service demand pressures the other single most significant financial risk facing the Council is the impact of inflation.

3.5.6 The Government's projections for Retail Price Index (RPI) inflation which is reflected in the MTFP is 1.0% throughout the review period. Most of the council's contracts for goods and services which span more than one year contain inflation clauses and although service directorates have been successful in negotiating annual increases which are below inflation this will

be a difficult position to maintain, especially if inflation remains at its current level for a long period

- 3.5.7 The inflation budget for 2016-17 is set at £5.500m, split 29% for pay inflation and 71% for non-pay inflation.

Pay Inflation

- 3.5.8 The council remains part of the National Joint Council for Local Government Services for negotiating pay award arrangements. The MTFP anticipates that staffing costs will increase by 1% in each year of the four year plan. Provision has been made for the payment of the London Living Wage to Council staff.

### **3.6 SAVINGS PROPOSALS**

- 3.6.1 As part of the 2015-16 financial and business planning process, a number of savings opportunities have been identified for 2016-17. All savings have been through the consultation process and were presented to Cabinet as part of the budget setting process in January 2016. Savings totaling £17.423m are due to be delivered in 2016-17. The schedule of savings, proformas and equality analysis is detailed in Appendix 4.1 and 4.2.

- 3.6.2 A £2m provision has been set aside from prior year unallocated growth to allow for longer lead times for some of the savings as consultation requirements mean that some savings will be delivered part year in 2016-17 rather than full year. The full year effect will be seen in 2017-18 onwards. Non delivery of savings is a key risk to the Council and will be closely monitored during the year.

- 3.6.3 The savings proposal for early years currently includes an assumption regarding the use of DSG funding. Given the planned consultation on national formula funding for schools, which is likely to change the level and distribution of DSG, the service directorate has highlighted the need to develop potential alternative savings to minimise the risk of non-delivery of these savings.

### **3.7 RISKS AND OPPORTUNITIES**

- 3.7.1 When setting the draft MTFP, Service Directors have provided their best estimate of their service costs and income based on the information currently available. However there will always be factors outside of the council's direct control which will vary the key planning assumptions that underpin those estimates.

- 3.7.2 There are a number of significant risks that could affect either the level of service demand (and therefore service delivery costs) or its main sources of funding. In addition there are general economic factors, such as the level of inflation and interest rates that can impact on the net cost of services.

- 3.7.3 Similarly there are opportunities either to reduce costs or increase income which will not, as yet, have been fully factored into the planning assumptions. The main risks and opportunities are summarised below.

## **Risks**

### **General Economic Factors**

- Low level of inflation and/or deflation
- Economic growth slows down or disappears
- A general reduction in debt recovery levels
- Further reductions in Third Party Funding
- Further reductions in grant income
- Reductions in the level of income generated through fees and charges
- Increase in fraud
- Changes to pace and severity of austerity

### **Increases in Service Demand**

- Children's Service including an increase in the number of looked after children
- Housing (and homelessness in particular)
- General demographic trends (including impact of an ageing population)
- Impact of changes to Welfare Benefits

### **Efficiencies and Savings Programme**

- Slippage in the expected delivery of the savings programme
- Non-delivery of some savings proposals

### **Opportunities**

- Growth in local Taxbase for both housing and businesses
- Potential for multi-year settlements based on an efficiency plan
- Service transformation and redesign including digital services
- Invest to save approach to reduce revenue costs
- Income generation opportunities

3.7.4 In addition to the above there is a risk that the combined impact of some of these factors will adversely impact on service standards and performance.

3.7.5 An assessment of the possible impact of these risks and opportunities is shown in the risk analysis in [Appendix 5.2](#). This will form the basis of an on-going review of Reserves and Contingencies and indicates a net financial impact between £20m and £42.6m over the planning period. This has therefore been reflected in the recommended level of General Fund Reserves that need to be maintained and equates to between 5% and 7.5% of gross expenditure (excluding schools and housing benefit payments).

### **3.8 SCHOOLS FUNDING**

- 3.8.1 Schools funding is principally provided via Dedicated Schools Grant, Education Funding Agency (EFA) grant to post 16 and Pupil Premium. Funding is ringfenced to schools and its allocation is largely based on the decisions of the Schools Forum. Appendices 6.1 & 6.2 set out the details of the predicted schools settlement for 2016-17.

### **3.9 HOUSING REVENUE ACCOUNT**

- 3.9.1 HRA Self-Financing has been in effect from April 2012, when £236.200m of the Council's housing debt was redeemed. Under Self-Financing, the Council retains all rental income, but must finance all revenue and capital costs relating to its council housing stock.
- 3.9.2 Indicative modelling of the HRA over a 30 year period indicated that the council would be able to finance the projected capital needs - including the Decent Homes programme - but would need to borrow up to its statutory debt cap of £184m, and use the revenue surpluses forecast to be generated in the early years of Self-Financing.
- 3.9.3 However, a number of changes to government policy that have come into force since the start of Self-Financing, or have recently been announced, will have a substantial impact on the HRA and – unless mitigated – are likely to lead to a situation whereby there will be insufficient HRA resources to fully fund the projected capital programme over the next 30 years.
- 3.9.4 The Welfare Reform and Work Bill is currently being considered by Parliament. This legislation will require local authorities to implement a 1% rent cut for each of the next four years, starting in 2016-17. The estimated cumulative impact of this in terms of the loss of rental income over the next four years is estimated to be in the region of £24m.
- 3.9.5 The Housing and Planning Bill is also being considered by Parliament. This legislation will introduce a compulsory 'Pay to Stay' scheme from 2017-18, whereby social tenant households with incomes of £40,000 or more will be charged a higher rent – possibly up to market rent. The extra rent will be payable to the government, with the local council making an upfront payment of the assumed level of additional rent payable. At the moment there is no further detail known about the way in which the scheme will work.
- 3.9.6 The Housing and Planning Bill will also require local authorities to consider selling their high-value stock when it becomes vacant. Local authorities will make an annual upfront payment to the government based on assumptions about their stock values and void rates, with the money being used to compensate housing associations for the Right to Buy discount offered to their tenants. There are currently no further details of how the scheme will operate and what the cost implications will be.
- 3.9.7 Since the re-invigoration of the Right to Buy (RTB) scheme in April 2012, there have been almost 2,800 applications received, with 527 sales completed to the end of November 2015. Although the council retains part of each RTB receipt to be spent on replacement social housing, this is insufficient to replace the number of properties sold. In addition, there are

restrictions on the use of the receipts, including having to spend them within three years, not being allowed to use them in conjunction with HCA/GLA funding, and the fact that the receipts cannot constitute more than 30% of the cost of replacement social housing, meaning that the council must fund the remaining 70% from other resources. The HRA report elsewhere on this agenda provides more details on these risks.

- 3.9.8 Appendix 7 shows a summary of the HRA medium-term financial plan for 2016-17 to 2020-21, although this is indicative at this stage given the uncertainties around the new policies detailed above. A report outlining the 2016-17 HRA budget is being considered elsewhere on this agenda.

### **3.10 CAPITAL PROGRAMME**

- 3.10.1 The current capital programme is set out at Appendix 8. The programme has been amended during the year to take account of decisions taken by the Council, Mayor and officers, including the application of additional grant resources that have become available. Appendix 8.2 includes a list of indicative schemes which will be subject to further approval as and when appropriate.
- 3.10.2 During the coming financial year, the council will review the asset and capital strategy in the context of significant demographic, service and financial changes that are likely between now and 2020. The capital strategy was last updated in February 2011 and sets out priorities and objectives for using capital resources in the context of rapid population growth but in an environment of reducing resources. Increasingly all capital investment decisions are reliant on local funding, be that through generation of capital receipts, prudential borrowing (funded through local taxes and rents) or development agreements, as government grants reduce.
- 3.10.3 The refresh of the capital strategy will ensure that the council has a consolidated strategy and capital programme based on a corporate approach to the prioritisation of all capital resources which is aligned to the Community and Strategic Plan priorities.

Below is an analysis of the key capital projects in the capital programme.

#### **Civic Centre**

- 3.10.4 In January 2015 the council acquired the freehold of the former Royal London Hospital site in Whitechapel, and in November 2015 the Mayor in Cabinet reaffirmed that site as the preferred location for a new civic centre.
- 3.10.5 In conjunction with this decision, it was agreed that various sites would be disposed of, namely, Cheviot House, Southern Grove, Commercial Road, LEB, Jack Dash House and Albert Jacob House, with the resulting capital receipts being ring-fenced towards the financing of the new civic centre. John Onslow House will be retained and refurbished as part of the civic centre programme. The individual disposal proposals for these sites will be considered by the Mayor.
- 3.10.6 Development proposals for the civic centre are now being progressed to RIBA stage 3 planning level, with a full business case being completed. In

addition to the use of capital receipts, there will be a significant borrowing requirement in order to finance the redevelopment, and this will be reflected in future reports to both Cabinet and Council that will seek the adoption of a capital estimate for the full scheme.

- 3.10.7 The MTFP is proposing to “ earmark” £20m from reserves towards the costs of the civic centre to reduce the borrowing requirement.

#### **229 Bethnal Green Rd**

- 3.10.8 The site at 229 Bethnal Green Road is now used as the Professional Development Centre. Tower Hamlets College (THC) occupied part of the site when further education colleges became independent of councils. THC retained its right to occupy the property. By agreement a number of years ago, THC vacated the building. LBTH and THC entered into an agreement for a lease which preserved the College’s rights to the occupation of 49% of the building. This agreement also includes a mechanism for the council to buy out the College’s interest if the College chose not to return. The agreement sets the method of assessing the value of the compensation to be paid. THC has confirmed that it does not wish to return to the site and £1m has been set aside from reserves to allow the council proceed with the negotiations to agree the compensation.

#### **Underground Refuse Service**

- 3.10.9 A decision was made by the Mayor in Cabinet to transfer the existing Underground Refuse and Recycling Service to the Municipal Waste (Cleansing) Contract due to the growing demands for the service. It was identified at that time that the underground service would need investment to maintain the current level of service and to provide additional capacity in the future.
- 3.10.10 Two of the existing vehicles are now at the end of their useful life and will need to be replaced by the council. Due to the specialist nature of the vehicles, £0.500m has been set aside in Reserves in 2017-18 to fund the replacement (£0.250m per vehicle).

#### **Community Infrastructure Levy and Infrastructure Delivery**

- 3.10.11 The Community Infrastructure Levy (CIL) system came into effect in April 2015, and replaced certain elements of the previous Section 106 planning process which still continues in a reduced capacity. The council has historically generated substantial resources via the Section 106 system, and this will continue under the CIL, with the first receipts now starting to be received.
- 3.10.12 On 5 January 2016, the Mayor in Cabinet approved the proposals for the introduction of an Infrastructure Delivery Framework (IDF). This replaces the current Planning Contributions Overview Panel allocation process.
- 3.10.13 The IDF will take effect from April 2016, and will involve an officer ‘Infrastructure Delivery Steering Group’ providing recommendations to an ‘Infrastructure Delivery Board’. This in turn will propose funding allocations for ultimate approval by the Mayor in Cabinet. Funding recommendations will be made in accordance with policies and guidelines.



- 3.10.14 The payment of both CIL and Section 106 contributions is linked to the development build process and wider economic considerations which are outside the control of the Council. The amounts receivable are difficult to estimate, however, using existing projections it is estimated that annual receipts could be in the region of £25-35m.
- 3.10.15 In order that spending decisions on can be made during the financial year by the Infrastructure Delivery Board and the Mayor in Cabinet, it is proposed that a total provision of £30 million is incorporated within the 2016-17 capital programme for Infrastructure Delivery.

### **3.11 TREASURY MANAGEMENT STRATEGY**

- 3.11.1 The Treasury Management Strategy Statement will be revised and presented to Cabinet and Full Council in February 2016 in accordance with the CIPFA Treasury Management Code of Practice. The Statement will set out the proposed strategy with regard to borrowing, the investment of cash balances and the associated monitoring arrangements.
- 3.11.2 The proposed prudential indicators set out in the Treasury Management Strategy will be based on the capital programme as detailed in Section 3.10 above and Appendix 8. Prudential indicators may need to be revisited subject to Government capital funding announcements and decisions relating to the capital programme and if necessary revised. Any revisions to the indicators will need to be approved by Full Council.

### **3.12 BUDGET CONSULTATION**

- 3.12.1 A budget consultation exercise was undertaken to seek residents' views on the savings proposals for 2016-17.
- 3.12.2 The Your Borough Your Voice public consultation campaign gave residents and service users the opportunity to comment on and feedback on the savings proposals put forward by the council to balance the budget for 2016-17.
- 3.12.3 The consultation was designed to meet statutory and best practice consultation guidance by providing an opportunity for residents and stakeholders to give their views on perceived impacts that the proposals could have; identify the groups that could be affected by the proposals and set out any potential risks or benefits to the proposals.
- 3.12.4 The consultation with residents included:
- General public consultation facilitated through the council website. This was for all proposals where an equality screening exercise indicated that a group or groups with protected characteristics may be affected by the proposed changes. These were designated as level 1.
  - Direct service user consultation through face to face meetings and engagement with service user groups or related forums. This was for proposals where an equality screening exercise indicated a clear

potential impact on specific group or groups of protected characteristics resulting from a significant change to a service. These were designated level 2 consultations.

- 3.12.5 The consultation included a parallel programme for consulting staff this year, building on lessons learned and feedback from the 2015-16 savings consultation.
- 3.12.6 The consultations on the savings proposal ran from 12 October to 9 November 2015. It used a range of methods to capture feedback, including web-based options, face to face discussions with service user groups, and specific interest groups. A summary of the key methods of consultation are set out in Appendix 9.
- 3.12.7 The findings of the consultation have been used to further assess the equality impact of the savings proposals and full Equality Assessments are presented with the draft budget proposals to inform final decisions.
- 3.12.8 In response to the feedback, the Mayor announced a number of changes to savings proposals at January Cabinet which have been incorporated into the revised budget. The changes are as follows:
- The proposal to save £93k by Reducing or Stopping Sunday Idea Store opening will not be progressed.
  - The proposal to reduce the Corporate match funding budget by £246k will also not be progressed.
  - The saving of £241k from the Review Day Services for Older People will only be progressed once suitable alternative to current provision has been found for any service users affected

#### **4 COMMENTS OF THE CHIEF FINANCE OFFICER**

- 4.1 Section 25 of the Local Government Act 2003 requires the Councils Chief Finance Officer (The Corporate Director of Resources) to report on the robustness of the estimates made for the purposes of the final budget calculations, and the adequacy of the proposed financial reserves.

##### **Robustness of estimates**

- 4.2 The council has an embedded strategic approach to managing the budget gap over a number of years. This allows proposals to be developed that prioritise front line and key service areas. The Cabinet's budget proposals are consistent with this overall strategic approach.
- 4.3 The council enjoys a high measure of financial stability and has over a number of years managed its finances well. Since the introduction of large scale reductions in Local Government funding, the council has managed its spending within agreed budgets and is on track to do so in 2015-16.
- 4.4 Contingency levels have been reviewed as part of the budget process, and the proposals for 2016-17 include a designated £3.1m contingency sum. This contingency will be adequate to cover any potential costs arising from government directions.

- 4.5 Inevitably there are several risks to the budget and these have been set out in the Cabinet report, including the challenges around delivery of savings proposals and the measures in place to mitigate these risks.
- 4.6 The budget proposals have been subject to scrutiny and the Mayor has also undertaken consultation with residents and businesses.
- 4.7 Accordingly, the Corporate Director of Resources is satisfied that the arrangements set out above constitute a robust process for the budget calculations underpinning the Cabinet's proposals for the 2016-17 budget.

#### **Adequacy of Reserves**

- 4.8 It is projected that the council will have un-earmarked General Reserves of approximately £63.6m as at 31st March 2016, a reduction compared to the 31st March 2015 level. The final position will be dependent on the council's financial outturn 2015-16 to be reported in June 2016.
- 4.9 The MTFP has an agreed strategy of utilising general reserves to minimise the impact of government funding cuts, until they reach a minimum level of £20m. Appendix 5 of the Cabinet budget report confirms the calculation of the £20m minimum level, and current resource projections are well within these boundaries.
- 4.10 Accordingly the Corporate Director of Resources is satisfied that the proposed levels of general reserves are judged to be adequate within the meaning of the 2003 Act.

### **5 LEGAL COMMENTS**

- 5.1 The Council is required each year to set an amount of council tax. The obligation arises under Section 30 of the Local Government Finance Act 1992 ("the 1992 Act") and must be done by 11 March each year for the following year. In order to set council tax, the Council must calculate the budget requirement in accordance with Section 32 of the 1992 Act. This requires consideration of estimated revenue expenditure in carrying out Council functions, estimated payments into the general fund, allowances for contingencies and required financial reserves, amongst other things.
- 5.2 Both the setting of council tax for a financial year and calculation of the budget requirement are matters that may only be discharged by the full council. This is specified in Section 67 of the 1992 Act. The Council's Constitution reflects the statutory requirement. Article 4 of the Council's Constitution specifies that approving or adopting the budget is a matter for Full Council. The Budget and Policy Framework Procedure Rules in Part 4 of the Constitution specify the procedure to be followed in developing the budget.
- 5.3 Before calculating the budget requirement, the Council is required by Section 65 of the 1992 Act to consult with persons or bodies who the Council considers representative of persons who are required to pay non-domestic rates under the Local Government Finance Act 1988. The procedure in the Budget and Policy Framework Procedure Rules requires the Executive to publish its timetable for making proposals for adoption of the budget and its

arrangements for consultation. There must be consultation with the Overview and Scrutiny Committee. The report sets out proposals for the budget consultation for consideration by the Mayor in Cabinet.

- 5.4 In circumstances where the Council is calculating the budget requirement, the chief finance officer (the Corporate Director of Resources) is required by Section 25 of the Local Government Act 2003 to report on the following matters: the robustness of the estimates made for the purposes of the calculations; and the adequacy of the proposed financial reserves. The Council is required to have regard to the chief finance officer's report before calculating the budget requirement. This report provides information from the chief finance officer about these matters.
- 5.5 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.
- 5.6 The Council has a duty 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 best value duty). The preparation and consideration of a Medium Term Financial Plan as part of the budget setting process may assist to ensure compliance with the best value duty.
- 5.7 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.
- 5.8 The report provides details of the revised capital programme. The capital programme does not form part of the determination of the budget requirement for the purposes of Section 32 of the Local Government Finance Act 1992, but is nevertheless a closely related matter and it is appropriate for information to be provided about it at this time. Before the capital programme is agreed, there will be a need to ensure that projects are capable of being carried out within the Council's statutory functions and that any required capital finance will meet the requirements of Part 1 of the Local Government Act 2003 and the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003.
- 5.9 The report provides information about a variety of grant funding, the application of which may be governed by agreement or legislation. The application of dedicated schools grant, for example, is governed by the

School Standards and Framework Act 1998 and the School and Early Years Finance (England) Regulations 2014 made under that Act. The report outlines in broad terms the different limitations on grant funding and the Council will have to ensure that it complies with the relevant agreement or legislative requirement, as the case may be, in respect of each grant. It will be for officers to ensure this is the case.

- 5.10 The Care Act 2014 (coming into effect on 1 April 2015) creates a general duty on the council to promote an individual's well-being when exercising a function under that Act. Well-being is defined as including protection from abuse, participation in work and suitability of accommodation. The well-being principle should inform the delivery of universal services which are provided to all people in the local population as well as being considered when assessing those with individual eligible needs.
- 5.11 The Equality Act 2010 requires the council in the exercise of its functions to have due regard to the need to avoid discrimination and other unlawful conduct under the Act, the need to promote equality of opportunity and the need to foster good relations between people who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required in order to enable the Council properly discharge this duty and in some cases, such as where savings are made which impact on service users, consultation will be required to inform the equality analysis.
- 5.12 Where consultation is carried out for the purposes of assessing budget impacts it should comply with the following criteria: (1) it should be at a time when proposals are still at a formative stage; (2) the Council must give sufficient reasons for any proposal to permit intelligent consideration and response; (3) adequate time must be given for consideration and response; and (4) the product of consultation must be conscientiously taken into account. The duty to act fairly applies and this may require a greater deal of specificity when consulting people who are economically disadvantaged. It may require inviting and considering views about possible alternatives, including other areas in which savings may be made.

## **6 ONE TOWER HAMLETS CONSIDERATIONS**

- 6.1 The Medium Term financial plan has been developed in line with the Mayor's priorities, the Community Plan and Strategic Plan objectives to ensure that the council's resources are aligned to its key priorities and service delivery objectives and achieve value for money for council tax and business rates payers.
- 6.2 The actions outlined below have been adopted to ensure that the council's commitment to tackling inequality informs decision making throughout the budget review process and to support transparency.
- Completing an initial screening assessment of all savings proposals to identify those which are likely to have a direct impact on services received by residents or on the number or grade of staff in a specific service.

- Undertaking an equality analysis of those savings proposals which the screening suggested could have an impact on residents or staff to identify the effect of the proposed changes on equality between people from different backgrounds.

## **7 BEST VALUE (BV) IMPLICATIONS**

- 7.1 The preparation of the MTFP has taken account of the council's obligations in relation to its Best Value duty. The budget proposals are based on securing best value within the context of continuing reductions in council funding and service demand pressures.

## **8 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

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

## **9 RISK MANAGEMENT IMPLICATIONS**

- 9.1 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 are set out in Section 3.7 of this report.

## **10 CRIME AND DISORDER REDUCTION IMPLICATIONS**

- 10.1 The crime and disorder implications of individual proposals in the budget are set out in the papers relating to those proposals.

## **11 SAFEGUARDING IMPLICATIONS**

- 11.1 Any safeguarding implications of individual proposals in the budget are set out in the papers relating to those proposals.
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## **LINKED REPORTS, APPENDICES AND BACKGROUND DOCUMENTS**

### **Linked Report**

- Draft Medium Term Financial Plan report to Cabinet on 5 January 2016

### **Appendices**

- Appendix 1 Summary of the Medium Term Financial Plan
- Appendix 2 Detailed analysis of the Medium Term Financial Plan by Service Area
- Appendix 3 Detailed analysis of projected budget revenue growth resulting from increased service demand and higher unit costs
- Appendix 4.1 Savings 2016/17 – Summary
- Appendix 4.2 Savings 2016/17 – Detail Proforma and Equality Analysis
- Appendix 5.1 Reserves and Balances
- Appendix 5.2 Risk Evaluation
- Appendix 5.3 Projected Movement in Reserves
- Appendix 6.1 Schools Funding Report
- Appendix 6.2 Schools Budget Allocation (2016-17)
- Appendix 7 The Housing Revenue Account Medium Term Strategy
- Appendix 8.1 Current Capital Programme (2015-16 to 2017-18)
- Appendix 8.2 Indicative schemes 2016-17 to 2018-19
- Appendix 8.3 Summary of Proposed Capital Programme 2015-16 to 2018-19
- Appendix 9 Public Consultation Feedback
- Appendix 10 Budget Consultation Feedback, Overview and Scrutiny Committee

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

- None

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**General Fund Revenue and Capital Budgets  
Medium Term Financial Plan 2016-20**

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**Appendix 1**

**SUMMARY OF THE  
MEDIUM TERM  
FINANCIAL PLAN**

	2015-16	2016-17	2017-18	2018-19	2019-20
	£'000	£'000	£'000	£'000	£'000
<b>Net Service Costs</b>	355,585	350,346	358,313	346,914	355,865
<b>Growth (Including Public Health)</b>	14,442	23,890	(16,899)	3,451	3,400
<b>Savings</b>					
<b>Approved</b>	(22,421)	(4,000)	0	0	0
<b>New</b>	(200)	(17,423)	0	0	0
<b>Inflation</b>	2,940	5,500	5,500	5,500	5,500
<b>Total Funding Requirement</b>	<b>350,346</b>	<b>358,313</b>	<b>346,914</b>	<b>355,865</b>	<b>364,765</b>
<b>Government Funding</b>	(88,693)	(73,094)	(58,474)	(48,444)	(38,079)
<b>Retained Business Rates</b>	(117,960)	(120,344)	(126,750)	(131,731)	(137,172)
<b>Council Tax</b>	(69,815)	(76,884)	(80,775)	(84,862)	(89,156)
<b>Collection Fund Surplus</b>					
<b>Council Tax</b>	(2,131)	(1,278)	0	0	0
<b>Retained Business Rates</b>	(4,922)	(2,597)	0	0	0
<b>Core Grants</b>	(57,151)	(58,626)	(48,392)	(41,245)	(41,281)
<b>Earmarked Reserves (Directorates)</b>	(1,833)	(2,080)	(370)	(370)	0
<b>Total Funding</b>	<b>(342,505)</b>	<b>(334,903)</b>	<b>(314,761)</b>	<b>(306,653)</b>	<b>(305,689)</b>
<b>Budget Gap (excluding use of Reserves)</b>	7,841	23,410	32,153	49,213	59,077
<b>Unallocated Contingencies</b>	0	0	0	0	0
<b>Budgeted Contributions to Reserves</b>	0	0	0	0	0
<b>General Fund Reserves</b>	(7,841)	(23,410)	(2,153)	(1,213)	(1,077)
<b>Unfunded Gap</b>	0	0	30,000	48,000	58,000
Savings to be delivered in each year	(0)	(0)	(30,000)	(18,000)	(10,000)
	<b>31/03/2016</b>	<b>31/03/2017</b>	<b>31/03/2018</b>	<b>31/03/2019</b>	<b>31/03/2019</b>
<b>Balance on General Fund Reserves (£000s)</b>	63,616	40,206	38,053	36,841	35,764

## **Appendix 2**

# **DETAILED ANALYSIS OF THE MEDIUM TERM FINANCIAL PLAN**

Detailed Analysis of the Medium Term Financial Plan by Service Area 2015/16 to 2019/20

Appendix 2

Service Area	Total	Savings		Growth	Adjustments	Total	Savings		Growth	Adjustments	Total	Savings		Growth	Adjustments	Total	Savings		Growth	Adjustments	Total	
	2015-16 £'000	Approved £'000	New £'000	£'000	£'000	2016-17 £'000	Approved £'000	New £'000	£'000	£'000	2017-18 £'000	Approved £'000	New £'000	£'000	£'000	2018-19 £'000	Approved £'000	New £'000	£'000	£'000	2019-20 £'000	
Adult Services	94,373	0	(5,762)	2,567	(17)	91,161	0	(241)	3,403	0	94,323	0	0	2,057	0	96,380	0	0	0	0	0	96,380
Public Health	32,119	0	0	722	(1,050)	31,791	0	0	(1,185)	(447)	30,159	0	0	(750)	0	29,409	0	0	(730)	0	0	28,679
Children Services	90,293	0	(5,401)	(1,240)	855	84,506	0	0	0	(600)	83,906	0	0	0	0	83,906	0	0	0	0	(370)	83,536
Communities, Localities & Culture	82,207	0	(4,414)	794	(457)	78,131	0	0	1,077	0	79,208	0	0	714	0	79,922	0	0	0	0	0	79,922
Development & Renewal	15,964	0	(800)	(258)	134	15,041	0	0	0	(663)	14,378	0	0	0	0	14,378	0	0	0	0	0	14,378
Law, Probity & Governance	9,524	0	(180)	50	(204)	9,190	0	0	0	0	9,190	0	0	0	0	9,190	0	0	0	0	0	9,190
Resources	7,440	0	(625)	227	(17)	7,025	0	0	250	0	7,275	0	0	0	0	7,275	0	0	0	0	0	7,275
Net Service Costs	331,920	0	(17,182)	2,862	(755)	316,845	0	(241)	3,545	(1,710)	318,439	0	0	2,021	0	320,460	0	0	(730)	(370)	0	319,360
Other Net Costs																						
Capital Charges	8,010	0	0	(535)	0	7,475	0	0	(419)	0	7,056	0	0	0	0	7,056	0	0	0	0	0	7,056
Levies	1,705	0	0	0	0	1,705	0	0	0	0	1,705	0	0	0	0	1,705	0	0	0	0	0	1,705
Pensions	18,622	0	0	338	0	18,960	0	0	1,500	0	20,460	0	0	1,000	0	21,460	0	0	1,000	0	0	22,460
Other Corporate Costs	(12,850)	(4,000)	(241)	931	21,050	4,889	0	241	185	(20,000)	(14,685)	0	0	430	0	(14,255)	0	0	3,500	0	0	(10,755)
Total Other Net costs	15,486	(4,000)	(241)	734	21,050	33,029	0	241	1,266	(20,000)	14,536	0	0	1,430	0	15,966	0	0	4,500	0	0	20,466
Inflation	2,940	0	(1,629)	7,000	129	8,440	0	(1,500)	7,000	0	13,940	0	(1,500)	7,000	0	19,440	0	(1,500)	7,000	0	0	24,940
Total Financing Requirement	350,346	(4,000)	(19,052)	10,596	20,423	358,313	0	(1,500)	11,811	(21,710)	346,914	0	(1,500)	10,451	0	355,865	0	(1,500)	10,770	(370)	0	364,765
Funding																						
Government Funding	(88,693)	0	(36)	15,635	0	(73,094)	0	(87)	14,707	0	(58,474)	0	(133)	10,163	0	(48,444)	0	(149)	10,514	0	0	(38,079)
Retained Business Rates	(115,295)	0	(2,544)	0	0	(117,839)	0	(8,471)	2,080	0	(124,230)	0	(2,639)	(2,327)	0	(129,196)	0	(2,991)	(2,435)	0	0	(134,622)
Section 31 Grant (BR)	(2,665)	0	0	160	0	(2,505)	0	(15)	0	0	(2,520)	0	(15)	0	0	(2,535)	0	(15)	0	0	0	(2,550)
Council Tax	(69,815)	0	(7,069)	0	0	(76,884)	0	(3,891)	0	0	(80,775)	0	(4,088)	0	0	(84,862)	0	(4,294)	0	0	0	(89,156)
Collection Fund Surplus	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Council Tax	(2,131)	0	853	0	0	(1,278)	0	1,278	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Retained Business Rates	(4,922)	0	2,325	0	0	(2,597)	0	2,597	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Core Grants																						
Public Health Grant	(33,877)	0	0	666	0	(33,211)	0	0	740	0	(32,471)	0	0	750	0	(31,721)	0	0	730	0	0	(30,991)
Local Lead Flood	(85)	0	0	85	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NHB	(17,813)	0	(3,804)	0	0	(21,617)	0	(5,000)	14,287	0	(12,330)	0	(5,000)	13,407	0	(3,923)	0	(5,000)	5,741	0	0	(3,182)
NHB Returned	(329)	0	0	329	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Education Services Grant	(4,140)	0	0	341	0	(3,799)	0	0	1,027	0	(2,772)	0	0	1,026	0	(1,746)	0	0	1,026	0	0	(720)
Improved Better Care fund	0	0	0	0	0	0	0	(820)	0	0	(820)	0	(3,036)	0	0	(3,856)	0	(2,533)	0	0	0	(6,389)
Council Tax Freeze Grant 2015/16	(907)	0	0	907	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reserves																						
General Fund (Corporate)	(624)	0	0	0	(1,456)	(2,080)	0	0	0	1,710	(370)	0	0	0	0	(370)	0	0	0	0	370	0
Earmarked (Directorate)	(1,209)	0	0	0	1,209	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
General Fund (Smoothing)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Financing	(342,505)	0	(10,275)	18,123	(247)	(334,903)	0	(14,409)	32,841	1,710	(314,761)	0	(14,910)	23,019	0	(306,653)	0	(14,982)	15,576	0	0	(305,689)

# **Appendix 3**

# **GROWTH**

## Summary of Growth Bids - 2016/17 - 2019/20

## Appendix 3

Reference No.	Growth Bids Description	2016/17	2017/18	2018/19	2019/20	TOTAL
		£000	£000	£000	£000	£000
<b>Adults &amp; Children Services</b>						
GRO ADU 1-16	Demographic Pressures in Adult Social Care	1,925	1,990	2,057	-	5,972
GRO ADU 2-16	Implementation of the Ethical Care Charter (Carers Travel)	1,009	1,413	-	-	2,422
ACC CHI 1-16	Tower Hamlets Educational Maintenance Allowance	370	370	370	-	1,110
	Earmarked Reserve	(370)	(370)	(370)	-	(1,110)
GRO ESW 2-14	Home – School Transport	(180)	-	-	-	(180)
ACC ESW 1-15	Mayor's Higher Education Bursary	(630)	-	-	-	(630)
	Support for Higher Education	600	-	-	-	600
	Earmarked Reserve	(600)	-	-	-	(600)
ACC ESW 2-15	Mayor's Education Award	(370)	-	-	-	(370)
ACC ESW 3-15	Free School Meals for Year 3 to Year 6 Pupils	(891)	(892)	-	-	(1,783)
	Corporate growth contingency	891	892	-	-	1,783
		<b>1,754</b>	<b>3,403</b>	<b>2,057</b>	-	<b>7,214</b>
<b>Communities, Localities and Culture</b>						
GRO CLC 1-16	Freedom Pass	(238)	162	186	-	110
GRO CLC 2-16	Waste Collection and Treatment	465	496	528	-	1,489
		<b>227</b>	<b>658</b>	<b>714</b>	-	<b>1,599</b>
<b>Development and Renewal</b>						
GRO D&R 1-16	Carbon Reduction Commitment	70	-	-	-	70
	Corporate Cost	(70)	-	-	-	(70)
GRO D&R 2-16	Planned Maintenance Corporate Property	523	-	-	-	523
GRO D&R 3-16	Royal London Hospital Site – Security and Associated Costs	140	-	-	-	140
	Earmarked Reserve	(663)	-	-	-	(663)
		-	-	-	-	-
<b>Resources</b>						
GRO RES 1-16	Loss of Benefit Subsidy	333	250	-	-	583
	Corporate Growth Contingency	(333)	-	-	-	(333)
	DHP (Council Provision)	1,000	(1,000)	-	-	-
	Earmarked Reserves	(1,000)	1,000	-	-	-
		-	<b>250</b>	-	-	<b>250</b>
<b>Corporate Costs</b>						
	Capital Charges	500	-	-	-	500
	Pension Costs	338	1,500	1,000	1,000	3,838
	Single Tier State Pension	1,800	-	-	-	1,800
	Apprenticeship Levy	-	800	-	-	800
	Stairway to Heaven	(25)	-	-	-	(25)
	Street cleansing & ASB	1,000	-	-	-	1,000
	Civic Centre Provision	20,000	(20,000)	-	-	-
	DCLG Commissioners	(40)	(60)	-	-	(100)
	Unallocated growth	(3,562)	-	430	3,500	368
	Earmarked Reserves	25	-	-	-	25
	Inflation	5,500	5,500	5,500	5,500	22,000
		<b>25,536</b>	<b>(12,260)</b>	<b>6,930</b>	<b>10,000</b>	<b>30,206</b>
<b>Total Growth Bids (All Directorates)</b>		<b>27,517</b>	<b>(7,949)</b>	<b>9,701</b>	<b>10,000</b>	<b>39,269</b>

**COMMITTED / UNAVOIDABLE GROWTH BID  
BUDGET 2016/17- 2018/19**

Item Ref. No:  
**GRO/ADU/01/16**

**TITLE OF ITEM:** Demographic Pressures in Adult Social Care

**DIRECTORATE:** Adults

**SERVICE AREA:** Adult Social Care

**LEAD OFFICER:** Cath Scholefield

**FINANCIAL INFORMATION:**

	Contingency / Budget allocation	Bid (Base is 2015/16 Budget)		
		2015/16 £'000	2016/17 £'000	2017/18 £'000
Employees (FTE)				
Employee Costs				
Other Costs	57,679	1,925	1,990	2,057
Income				
To Reserves				
<b>TOTAL</b>	57,679	1,925	1,990	2,057

\*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

**DESCRIPTION & JUSTIFICATION**

**Growth Calculation:** [ Use this box to illustrate the empirical assumptions built into this bid and how they relate to historic/ developing trends]

The growth calculation assumes that increases in population, combined with other demographic factors detailed below will lead to more clients needing social care support for longer. The estimated average rate of growth per client group is different and is influenced by a number of factors such as age, ethnicity, deprivation and other such demographic factors. To derive a fairly acceptable forecast the demographic findings are combined with the expected policy changes such as the implementation of the person led assessments. Such change will lead to containment of demand resulting in avoiding care costs that would have hit the adult's budget. It is also assumed that this will lead to additional cost pressures within homecare, day care, meals service, direct payments and residential and nursing care.

**Budget 2015-16**

Client Group	Homecare	Day care	Meals	Direct Payments	Residential/Nursing care	Total Budget	Estimated Growth Rate	Growth Requirement
	£'k	£'k	£'k	£'k	£'k	£'k	%	£'k
OP	10,211	2,852	703	3,025	11,556	28,347	3.20%	907
PD	2,693	137	0	1,685	2,068	6,583	3.00%	197
LD	2,651	3,779	0	753	10,069	17,252	3.80%	656
MH	320	955	0	156	4,066	5,497	3.00%	165
<b>Total</b>	<b>15,876</b>	<b>7,723</b>	<b>703</b>	<b>5,619</b>	<b>27,758</b>	<b>57,679</b>		<b>1,925</b>

**COMMITTED / UNAVOIDABLE GROWTH BID  
BUDGET 2016/17- 2018/19**

**Item Ref. No:  
GRO/ADU/01/16**

Predicted population growth in Tower Hamlets will inevitably bring an increase in the number of people who need adult social care services. Tower Hamlets has high levels of deprivation, which in turn is associated with poor mental and physical health. Deprivation levels may be further exacerbated by welfare reform. An increase in the number of people living for longer with poor health is also a factor driving an increase in demand for adult social care across all client groups.

There is likely to be an increased demand for adult social care from all sections of the population as it continues to expand. Based on the latest GLA projections, the borough's population is expected to grow by 10% over the next five years (2013 to 2018), equating to an average annual population growth rate of 2%. A 20% increase is expected by 2023, equating to 320,200 residents. The projected growth is mainly in the lower working age range (people aged 30 to 44) who account for 53 per cent of the growth in the next five years and 46 per cent of the growth in the next 10 years. A proportion of this group will require support and services from adult social care.

High levels of deprivation are strongly linked to poor mental and physical health. Tower Hamlet is the 7<sup>th</sup> most deprived local authority in England out of the 326 local authorities. There is also a link between some learning disabilities and poverty. Possible explanations include poor nutrition and low uptake of screening programmes and antenatal care, which increase the prevalence of learning disabilities. Levels of deprivation may be further worsened by welfare reform changes which are starting to come into effect. It is likely that this may have an impact on demand, due to the evidence that high levels of deprivation are a driver for increased need for social care services. Further, Demos analysis suggests that the welfare reform changes will have particularly negative economic consequences for disabled people, with significant knock-on effects. Trends show that increases in healthy life expectancy have not kept pace with improvements in total life expectancy. If the extra years from increased longevity are mostly spent in disability and poor health, there will be an increase in demand for social care across all client groups.

Older people in Tower Hamlets have worse health in many areas compared to England averages. In addition, a higher than average proportion of older people in the borough live alone. Older people who live alone are significantly more likely to have a social care need than those who do not live alone. Survival rates of young people with profound and multiple learning disabilities are improving and this cohort is now coming through to adult hood. Tower Hamlets is a young borough and there is considered to be a higher rate of learning disabilities in the school-age population. Due to a complex set of reasons, there are higher prevalence rates of profound and multiple learning disabilities in children of a Bangladeshi ethnic background. Tower Hamlets has a significant Bangladeshi community.

The Tower Hamlets Mental Health Strategy Needs Assessment lists a number of "risk factors" and "protective factors" in relation to mental health. On some of these, Tower Hamlets has been shown to face a greater challenge than the rest of London (carers, older people, drug and alcohol misuse) but all need attention because of the specific risks they pose to mental health or because all are linked to the high levels of deprivation which exist in the borough. One of the most significant drivers of demand in mental health is the high population turnover in Tower Hamlets.

The introduction of the Care Bill and the predicted rise in the number of adults requiring adult social care has resulted in an increased demand for carer assessments and carer services.

This bid uses estimated growth rates from the Department of Health sponsored systems 'Projecting Adult Needs and Service Information' (PANSI) and 'Projecting Older People Population Information' (POPPI) Systems. These systems combine population projections with benefits data and research on expected prevalence rates to produce projections of the likely future demand on social care and health services.

Projections from POPPI and PANSI for previous years have proven to be reasonably accurate and we are satisfied that these are the most robust figures available for calculating projections of future growth.



**COMMITTED / UNAVOIDABLE GROWTH BID  
BUDGET 2016/17- 2018/19**

Item Ref. No:  
**GRO/ADU/01/16**

**1. RISKS AND IMPLICATIONS:**

**Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.**

**Older People**

There has been a progressive increase in services provided to older people since 2009/10. Despite the various one off efficiency savings the actual spend on commissioned older people's services has increased by 19.1% over the past five years. Due to the health and demographic factors, demand for adult social care services from older people is predicted to continue to increase between now and 2020. Assuming an annual average growth rate of 3.0%, **growth requirement in 2015/16 for Older People Services is estimated at £462k.**

Home care, which is particularly heavily used by older people in Tower Hamlets, is expected to continue to be under growing pressure over the next 8 years.

**Clients with Learning Disabilities**

A great deal of national and local research indicates that we can expect a significant increase in demand for support from adult social care for adults with a learning disability over the next five years. However, local evidence suggests that this may be at a slow and steady rate, rather than the relatively high increase rates predicted in 2011. One area of significant increase has continued to be the transition cases with an extra 1,000 cases predicted to come through in the next five years.

The Tower Hamlets JSNA used Emerson and Hatton's prevalence estimates for 2011 and 2021 to estimate existing and future numbers of people with severe and moderate learning disabilities in Tower Hamlets.

The forecasted rate is 38% increase overall, and an average increase of 3.8% for each year, which indicates an **estimated annual growth requirement of £656k for LD client services. A strong influencing factor is the number of transition LD cases which are predicted to see a significant increase.**

Projecting Adult Needs and Services Information (PANSI) uses the same Emerson and Hatton prevalence estimates and Office of National Statistics figures to come up with predictions for adults aged 18 to 64 with a moderate or severe learning disability. It is noticeable that demand is expected to be proportionately higher in Tower Hamlets compared to our neighbours.

**Mental Health Clients**

Evidence suggests there has been a steady increase in the number of adults who have a mental health problem and who are eligible to receive support from adult social care.

The number of community referrals made to mental health services has decreased; demand has increased in other areas. This includes the number of Mental Health Act assessments, the use of mental health voluntary sector services, and the number of adults aged 18 to 64 years old with mental health as their "primary client group" receiving mental health services from adult social care.

The number of adults aged 18 to 64 years old with mental health as their "primary client group" receiving mental health services from adult social care has increased by 19% between 2010-11 and 2011-12 and then 6% between 2011-13 and 2014-15, a total of 27% in the last three years, equating to an average annual increase of 9%.

However, Projecting Adult Needs and Services Information (PANSI) has a number of future predictions for mental health prevalence rates amongst working-age adults in Tower Hamlets. This information is categorised according to mental health condition, and does not give an indication as to who might be eligible for adult social care.

This shows a 6% increase between 2012 and 2014, and a 5% increase between 2014 and 2016. There is an average annual increase of 3%.

**COMMITTED / UNAVOIDABLE GROWTH BID  
BUDGET 2016/17- 2018/19**

**Item Ref. No:  
GRO/ADU/01/16**

Thus the real growth requirement within MH services is likely to be between 3%-9%. On the basis that the 9% based on LBTH average is likely to be skewed by the 19% in 2011-12, it has been assumed that the PANSI rate of 3% may represent a more realistic, steady state estimate. A 3% increase in demand for MH services is likely to lead to **growth requirement of £165k per annum**.

**Clients with Physical Disability**

The causes of physical disabilities and sensory impairments in working-age adults are complex. This information - along with predictions on future prevalence rates – is not detailed in this report. Evidence suggests there has been a moderate increase in demand in the number of working-age adults who have a physical disability or sensory impairment and who are eligible to receive support from adult social care.

Projecting Adult Needs and Services Information (PANSI) has a number of future predictions for physical disability and sensory impairment prevalence rates amongst working-age adults in Tower Hamlets. This information is categorised according to health condition, and does not give an indication as to who might be eligible for adult social care. The data shows a 6% increase between 2012 and 2014, and a 6% increase between 2014 and 2016, therefore an average annual increase of 3%, which accounts for £197k of budget pressure.

**2 VALUE FOR MONEY/EFFICIENCY**

**Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/inspection judgements**

The amounts required for growth is intended to pay for homecare, day care, meals, direct payments and residential and nursing care services.

Currently the directorate is going through a significant change in the approach of assessing and brokering for needs of social care clients. Whilst in the past the approach has been resource led the new approach will see a shift to person centred assessments. This will ensure that the directorate meets its statutory duties in providing social care and at the same time plans prevention services in a person centred manner. Under the new approach the scrutiny of care packages will take place at the team leader level as such ensuring value for money at the source of assessments. As a result the savings and efficiency will be realised much earlier than compared to the previous process of panel decision making and be at a higher level.

Further the directorate is reviewing the contracts it has with external providers to ensure rates paid by Tower Hamlets are competitive and represent value for money. However, as most contracts now contain a requirement to pay the London living wage to staff directly providing services, this is likely to impact on the competitiveness of rates paid by Tower Hamlets compared to other local authorities. The likelihood of paying carer's travel time will place another greater pressure on the negotiations with providers.

Overall the budget has seen increased unit costs, especially in the Home Care area which combined with an increase in the number of adults receiving home care, day care and direct payments has resulted in increased the budget pressures. The overall effect of increase in unit costs has not been passed fully onto the budget due to a number of efficiency projects such as detailed scrutiny of cost care packages. It is very likely the new approach to person centred assessments will play a significant role in smoothing non budgeted inflationary pressures. The development of extra care sheltered housing (ECSH) as an alternative to institutional care, at an average annual cost of £9,676 per service user against £28,600 per institutional placement, has been another efficiency driver.

Compared to other London authorities, we are a low user of institutional care as we seek to offer choice to our service users and focus on them maximising their independence in their community.

**COMMITTED / UNAVOIDABLE GROWTH BID  
BUDGET 2016/17- 2018/19**

Item Ref. No:  
**GRO/ADU/02/16**

<b>TITLE OF ITEM:</b>	Implementation of the Ethical Care Charter (Mayoral Manifesto commitment)		
<b>DIRECTORATE:</b>	Adults'		
<b>SERVICE AREA:</b>	Commissioning and Health	<b>LEAD OFFICER:</b>	Karen Sugars

**FINANCIAL INFORMATION:**

A range of three potential impacts have been identified (methodology shown below). The financial information relating to each of the three potential impacts identified is set out in the three tables immediately below.

Option 1 -High impact

	Contract Values	Bid (Base is 2015/16 Contract Values)		
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Employees (FTE)				
Employee Costs				
Other Costs	15,600	1,794	2,512	0
Income				
To Reserves				
<b>TOTAL</b>	15,600	1,794	2,512	0

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\*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

**Option 2-Medium impact**

	Contract Values	Bid (Base is 2015/16 Contract Values)		
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Employees (FTE)				
Employee Costs				
Other Costs	15,600	1,009	1,413	0
Income				
To Reserves				
<b>TOTAL</b>	15,600	1,009	1,413	0

**Option 3-Low impact**

	Contract Values	Bid (Base is 2015/16 Contract Values)		
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Employees (FTE)				
Employee Costs				
Other Costs	15,600	673	942	0
Income				
To Reserves				
<b>TOTAL</b>	15,600	673	942	0

**DESCRIPTION & JUSTIFICATION**

Growth Calculation: [ Use this box to illustrate the empirical assumptions built into this bid and how they relate to historic/ developing trends]

In response to their findings from a 2012 survey into the state of homecare services in the UK, Unison is calling for councils to commit to becoming Ethical Care Councils by only commissioning providers who sign up to their Ethical Care Charter.

The Charter seeks to establish minimum standards for safety, quality and dignity of care by both ensuring customers are not 'short-changed' and by ensuring recruitment and retention of a stable workforce by offering fair pay, conditions and training. The Council has pledged to sign up.

The Charter is set out in three stages with view to councils committing immediately to Stage 1 and adopting a plan for stages 2 & 3. Travel time (a phase 1 requirement accounts for roughly 75% of the overall cost pressure associated with Charter implementation however). It should also be noted that there

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is now a well-established body of case law that requires that employers pay workers such as home carers for the time spent travelling between locations, not just for direct care hours provided. Irrespective, therefore of the implementation of the Charter, it is considered prudent to assume that when we re-commission home care services in 2016 we will be required to seek tender prices that reflect this requirement.

Homecare services commissioned by the Borough include an in-house Reablement Team, Fides Care (currently managed in-house) and a number of external homecare providers.

Our in-house Reablement services already meet all of the requirements of the Charter including paying for travel time. Therefore there will be no increase in cost for the service as a result of the Charter.

All of our commissioned external providers already adhere to one or more of the requirements at each stage of the Charter:

- Commissioning of visits to customers is determined by their needs and not minutes or tasks;
- 15 minute calls are not used routinely;
- Visits will not be scheduled so that homecare workers are forced to rush;
- Statutory sick pay will be paid to those eligible.
- Customers will be allocated the same homecare worker where possible
- Zero hours contracts will not replace permanent contracts
- Providers have a procedure to follow-up concerns about customer wellbeing
- Homecare workers will be regularly trained
- All homecare workers will be paid at least the living wage;
- All homecare workers will be covered by an occupational sick pay scheme

Stage 1 also requires that homecare workers will be paid for their travel time and travel costs. Stage 2 requires that training time and time for homecare workers to meet regularly (such as at team meetings) should be provided in work time and at no cost to the worker. Not all of our providers are signed up to these requirements and the cost to the provider in doing so is likely to be passed on to us as commissioners.

**Cost Implications:**

In order to calculate the potential cost of paying our external providers' homecare workers for travel time, the methodology employed was to use the in-house homecare team as a model in July 2014, before it was disbanded. The average travel time for the team was calculated using data from timesheet records and the homecare roster system.

This data has then been combined with different assumptions about the extent to which the additional costs will be treated by providers to produce three possible scenarios, which reflect a high (full), medium and low range. There are two key future points at which it will be possible to refine this range:

- At the point when the commissioning and contracting strategy for the upcoming retender of these services is determined (December 2015 / January 2016). This will enable us to factor in the size and number of contracts to be let, as well as the geographic coverage of each contract in order to refine assumptions about the extent to which additional costs can be absorbed by providers;
- At the point when tender submissions (including pricing submissions) are received in relation to the re-tender of these services (June / July 2016). At this point we will be able to calculate with more accuracy the range of the impact, which can then be fully identified once evaluation is complete and successful bidders identified.

High impact:

For a 35 hour working week travel time was calculated as 5.5 hours per homecare worker (15% of the working week). The same methodology was used to calculate the potential cost of paying homecare workers for attending training, team meetings and supervision.

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Average customer contact time for a worker equated to 27.5 hours per week. With 5.5 hours spent travelling, a total of 2 hours (5.7%) was estimated as time spent at meetings and in training. This equates to an additional cost of £1.19 million per annum. Based on our total outturn for 2014/15 we would potentially see a total increase in spend of £4.30 million per year as our external providers sign up fully to the Charter.

The following table shows the full year financial implication if the travel time was to be awarded (phase 1) and then adds the additional costs relating to other non-contact time (phase 2)

<b>Service Type</b>	<b>Total value of Externally Provided Contracts</b>	<b>Average % Time Carers Spend travelling/ Training</b>	<b>Financial Implication of Allowing for Travel/Training</b>
	<b>£'000</b>		<b>£'000</b>
Home Care – Travel Time/Costs	15,600	15%	2,340
Home Care – Training/Meeting		5.7%	890
<b>Total</b>	<b>15,600</b>	<b>20.7%</b>	<b>3,230</b>

At the current time the administration is still determining its approach to the phasing and pace of Charter adoption. The calculation in the financial information box section above is therefore based on the likely scenario that full implementation is effected via the re-commissioning of these services during 2016 with a target date for new contracts to take effect from 01 November 2016 (so a 5/12 part year effect in 2016/17).

Medium impact:

To calculate medium impact an assumption has been made that 25% of the potential additional cost is absorbed by bidders in pricing their tender submissions. This impact is described in the table below.

<b>Service Type</b>	<b>Total value of Externally Provided Contracts</b>	<b>Average % Time Carers Spend travelling/ training</b>	<b>Financial Implication of Allowing for Travel/Training</b>
	<b>£'000</b>		<b>£'000</b>
Home Care – Travel Time/Costs	15,600	11.25%	1,755
Home Care – Training/Meeting		4.275%	667
<b>Total</b>	<b>15,600</b>	<b>15.525%</b>	<b>2,422</b>

Low impact:

To calculate low impact an assumption has been made that 50% of the potential additional cost is absorbed by bidders in pricing their tender submissions. This impact is described in the table below.

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<b>Service Type</b>	<b>Total value of Externally Provided Contracts</b>	<b>Average % Time Carers Spend travelling/ Training</b>	<b>Financial Implication of Allowing for Travel/Training</b>
	<b>£'000</b>		<b>£'000</b>
Home Care – Travel Time/Costs	15,600	7.5%	1,170
Home Care – Training/Meeting		2.85%	445
<b>Total</b>	<b>15,600</b>	<b>10.35%</b>	<b>1,615</b>

**1. RISKS AND IMPLICATIONS:**

**Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demanded provide details of the increase in client numbers and the basis of any projections.**

There are some notable caveats to these calculations. The in-house service was used as a model for calculations. This team operated borough-wide. In the future, commissioning external providers based on a geographical patch might prove more time efficient and therefore slightly more cost efficient in terms of travel time than these figures suggest.

We cannot be sure that all external providers do not currently pay their workers for training and meeting time. Further work would be needed to clarify this. The calculations set out are based on none of our providers currently paying workers for this.

These figures must be considered in the context of the introduction of the national living wage in April 2016. In readiness for this, the UK Home Care Association (UKHCA) has calculated a 'fair' unit price for homecare (including London Living Wage) of £21.40 an hour (the profit/surplus element of that is 64p per hour). Our current average unit cost is £14.50 per hour, a gap of £6.90 per hour. Whilst the UKHCA may have calculated this unit price generously, they do include all of the elements of fully implementing the Ethical Care Charter, so the financial challenge could be a significant one. If the Government does not provide any additional funding it will become a pressure on the local authority, although this figure can be considered the 'worst case scenario'.

The Council has pledged to sign up to Unison's Ethical Care Charter. Failure will impact council's reputation.

**2 VALUE FOR MONEY/EFFICIENCY**

**Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements**

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Our most recent tendering process in 2011/2012 was very competitive and it is felt by Commissioning that adding the requirements of the Ethical Care Charter to our specification when we next retender is unlikely to see providers absorbing the associated costs in any significant way. However when we re-tender our commissioned care contracts this year, some of the associated costs of signing up to become an Ethical Care Council could be offset by delivering value for money via reviewing how we commission services in the future and what we include in our specification.



**ACCELERATING DELIVERY – CABINET KEY PRIORITIES  
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:  
ACC/CHI/01/16**

**PART 1:**

**TITLE OF ACCELERATED DELIVERY INITIATIVE:** Tower Hamlets Educational Maintenance Allowance (previously known as: The Mayor’s Education Award)

**COMMUNITY PLAN THEME:** Prosperous Community

**PRIORITY:** Education

**DIRECTORATE:** Children’s Services

**SERVICE AREA:** School Improvement  
Secondary (G26) **LEAD OFFICER:** Sue Crane

**SHORT DESCRIPTION OF ACTIVITY PROPOSED:**

The September 2015 Commissioners Decision Making meeting approved the extension of Tower Hamlets Educational Maintenance Allowance (previously known as the Mayor’s Education Award (MEA)) for an additional 3 years.

The TH EMA will be £400 p.a. per individual to be delivered in two instalments, one in the Spring Term and one in the Summer Term, both instalments consisting of £200 each.

Awards will only be considered for students with a household income of up to £20,817 in the 2015/16 tax year.

The scheme was designed to assist students taking courses of full-time education for at least one year’s duration. The scheme contributes to the Prosperous Community theme by delivering financial support to families in need, increasing the ability of their young people to take part fully in further education.

The budget for the 16-19 TH EMA award is cash limited. Therefore, the Directorate reserves the right to refuse any application made under this policy on the grounds that sufficient funds are not available.

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**FINANCIAL INFORMATION:**

Please give an indication of financial requirements to deliver the proposed acceleration. If this will be delivered within existing budgets, please indicate 'nil'.

	Resource requirements		
	2016/2017 £000	2017/2018 £000	2018/2019 £000
	Revenue		
- General Fund			
- HRA	370	370	370
Capital			
	370	370	370

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES  
ONE OFF SPENDING PROPOSALS**

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<b>KEY DECISIONS ON MOBILISATION : Please indicate proposed approach to decision making on mobilisation of new initiative</b>	
<b>Cabinet Decision</b> (Only required for 2016/17 expenditure proposals and those requiring early decision in order to be implemented in 2016/17).	Y Likely Cabinet for decision:
<b>Add-on to existing service or contract</b>	Y Date effective from/to: 2016/17 – 2018/19
<b>Participatory Budgeting exercise</b>	N Indicative date:
<b>Other</b>	Budget allocation to be agreed as part of budget setting for 2016/17 financial year with a fully worked scheme to be considered by Cabinet in February 2016 for operation thereafter for a three- academic year period covering study from September 2016.

<b>OUTLINE TIMESCALE FOR DELIVERY</b>	
<b>Decision and/or resource allocation by:</b>	February 2016
<b>Mobilisation – initiative underway by:</b>	June 2016
<b>Key delivery milestones</b>	
By November 2015	Funding identified
By February 2016	Operational Policy agreed by cabinet
By September 2016	Initial Bursary awards made for 2016/17 academic year
By August 2019	Scheme Complete

<b>DELIVERY RISKS Please indicate any risks which may delay or prevent delivery and mitigating measures to be taken</b>	
<b>Risk identified</b>	<b>Mitigating action</b>
There is a risk that not enough young people will apply and meet the qualifying criteria	The scheme will be designed with criteria that enable enough young people to apply A publicity campaign will ensure applications are encouraged
There is also a potential risk that the scheme will be oversubscribed	The budget for TH EMA award is cash limited. Therefore, the Directorate reserves the right to refuse any application made under this policy on the grounds that sufficient funds are not available.

**ACCELERATING DELIVERY – CABINET KEY PRIORITIES  
ONE OFF SPENDING PROPOSALS**

**Item Ref. No:  
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**PART 2: Only required if additional resources required**

**NB FOR CAPITAL EXPENDITURE SCHEMES, A CAPITAL TEMPLATE SHOULD ALSO BE PROVIDED**

**ADDITIONAL OUTPUTS TO BE DELIVERED – these must be additional to those already planned for delivery with existing budgets**

Description of Output (New homes, Security Cameras, Youth Workers)	Additional by end March 2017	Additional by Sept 2017	Additional by March 2018
Young people supported in taking designated courses of higher education.		875	875

**OUTCOMES IN PRIORITY AREAS Describe what outcomes this expenditure would achieve in relation to the priority area and set out the uplift which can be expected in key targets**

**Description of outcomes proposed:**

The bursary will encourage more young people to enter higher education.

Strategic Indicator (Council Strategic Indicator)	Current target 2016/17	Target with 16/17 additional spend	Current target 2017/18	Target 17/18 with additional spend

**VALUE FOR MONEY/EFFICIENCY**

Provide evidence that the proposed expenditure will offer value for money, e.g.

- unit cost comparisons of proposed provision

Where existing provision is being extended

- cost/performance benchmarking of existing provision which is to be extended
- internal/external evaluation of existing provision to be extended

Where proposed provision is new /innovative

- evidence/rationale for effectiveness and value for money of approach proposed

The Tower Hamlets Educational Maintenance Allowance would be a grant scheme aimed at long term residents of Tower Hamlets who would otherwise have received a £30 (Central Government) EMA if the scheme had continued and who are not eligible for a weekly payment under the YPLA's transitional arrangements for continuing students.

Students would be required to be settled in the UK/EEA and to have lived in Tower Hamlets for three years before the start of the course.

Awards will only be considered for students with a household income of up to £20,817 in the 2015/16 tax year.

The award will consist of two payments of £200 each, paid to the student in the Spring and Summer terms.

The supposition is that students will receive any YPLA support they are entitled to in the Autumn term.

The release of payments will be triggered by a positive indication from a school or college that a student has reached accepted levels of attendance, and progress towards their targets.

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<b>TITLE OF ITEM:</b>	Freedom Pass		
<b>DIRECTORATE:</b>	Communities, Localities and Culture		
<b>SERVICE AREA:</b>	Public Realm	<b>LEAD OFFICER:</b>	Simon Baxter

	Contingency / Budget allocation	Bid (Base is 2015/16 Budget)		
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Employees (FTE)				
Employee Costs				
Other Costs	9,363	(238)	162	186
Income				
To Reserves				
<b>TOTAL</b>	9,363	(238)	162	186

\*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

**DESCRIPTION & JUSTIFICATION**

The Freedom Pass scheme provides free travel on public transport for pass holders over 60 and registered as disabled throughout London. The scheme is administered by London Councils and decisions on apportioning the costs of the scheme between boroughs are made by Members of London Councils' Transport & Environment Committee.

The Freedom Pass settlement is agreed annually. London Councils manage the negotiation of the Freedom Pass settlement with TfL and the Association of Train Operating Companies for concessions on national rail and with bus companies that operate outside the TfL bus network. The methodology for the allocation process between all the London Boroughs of their respective budget contributions to TfL is based on the following:-

1. TfL state the overall Freedom Pass cost for London
2. London Councils receive a DfT grant towards Freedom Passes
3. The DfT grant is then deducted from the total cost to calculate the cost payable by Boroughs towards the scheme.

London Councils' Transport & Environment Committee revised the method of apportionment to move away from the 'Relative Needs Formula' to one based wholly on usage. . For 2016/17 a combined sum of £1.651 million will be repaid to boroughs from uncommitted reserves for London Councils as a one –off payment.

The schedule produced by London Councils has been re-based to show the contribution required by LBTH in 2016/17 which is actually £9.125m (following confirmation from London Councils), a reduction of £0.238m on the 2015/16 figure. London Councils settlement has been

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approved at the London Councils Leaders' Committee 8<sup>th</sup> December 2015. Updated schedules have been circulated to boroughs confirming the impact for each individual authority. Set out in the table below is the total contribution payable by boroughs towards the scheme in 2016/17 of £355.678 million, an increase of £2.704 million or 0.77%.

**Growth Calculation:** [ Use this box to illustrate the empirical assumptions built into this bid and how they relate to historic/ developing trends]  
Calculations are based on the schedule of contributions provided by London Councils which reflect the factors highlighted in the section below.

**Inflation**

%	YEAR	BORO	CHANGE	LBTH	GROWTH
		CONTRIBUTION	LBTH % of		
		£'000	Total	£'000	£'000
0.77%	2015/16	352,974	2.65%	9,363	402
2.00%	2016/17	355,678	2.56%	9,125	(238)
2.00%	2017/18	362,791	2.56%	9,614	489
2.00%	2018/19	370,047	2.56%	9,806	192

**NOTE**

1. TFL settlement does not include the cost of the am journeys
2. Bus, Tram, Underground and DLR costs are apportioned by respective usage.
3. London Overground and National Rail costs are apportioned as 70% by the respective usage and 30% by the the proportion of previous year's Formula Funding.
4. Non TFL buses and reissue elements are apportioned by proportion of the previous year's Formula Funding allocated to boroughs (as calculated by Central Government)

There is an admin fee also charged by London Councils' for managing the Freedom Pass operation for the 2016/17.

**1. RISKS AND IMPLICATIONS:**

**Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demanded provide details of the increase in client numbers and the basis of any projections.**

The Council is bound to pay a contribution to the Freedom Pass scheme and may not legally withdraw from the scheme. The apportionment methodology is determined by the Boroughs working through London Councils.

The settlement is usually confirmed annually in December which provides the information on what the Authority's annual contribution will be based on for the next year. The figures provided for, in this growth bid for future years reflect the same assumptions as per the current regime, this will be subject to change once further information is available from London Councils

Other work currently being undertaken on demographic and social changes within the Borough indicate that the Authority has an increasing population which may mean an increased demand for

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freedom passes. It should be noted therefore that further re-basing exercises undertaken by London Councils moving away from RNF to usage could mean that the Authority's contributions will again rise (comparative to other local authorities) in future years.

**2 | VALUE FOR MONEY/EFFICIENCY**

**Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/inspection judgements**

The Authority has no individual control over the amount of money levied upon it to fund the Freedom Pass scheme. Arguably the Freedom Pass scheme represents value for money in offering enhanced mobility to traditionally less mobile members of the community and enhances sustainable travel by encouraging the use of public transport.

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<b>TITLE OF ITEM:</b>	Waste Collection and Treatment		
<b>DIRECTORATE:</b>	Communities, Localities and Culture		
<b>SERVICE AREA:</b>	Public Realm	<b>LEAD OFFICER:</b> Simon Baxter	

<b>FINANCIAL INFORMATION:</b>				
	<b>Contingency / Budget allocation</b>	<b>Bid (Base is 2015/16 Budget)</b>		
	<b>2015/16 £'000</b>	<b>2016/17 £'000</b>	<b>2017/18 £'000</b>	<b>2018/19 £'000</b>
<b>Employees (FTE)</b>				
<b>Employee Costs</b>				
<b>Other Costs</b>	11,429	465	496	528
<b>Income</b>				
<b>To Reserves</b>				
<b>TOTAL</b>	11,429	465	496	528

\*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

**DESCRIPTION & JUSTIFICATION**

In the 3 year period 2016/17 to 2018/19 waste collection and treatment costs will increase due to growth in the quantity of Municipal Waste brought about by the economic recovery gaining momentum along with the anticipated growth in the housing stock and population levels within the borough.

The GLA population model shows that the borough's population is expected to increase between 2015/16 and 2016/17 by 9,200 people. By 2018/19 the borough's population is expected to have grown 10% above the 2015/16 level.  
The details are set out below:

**Growth in Waste Treatment and Disposal Costs**  
The Council currently has contracts in place for the treatment and disposal of waste and recyclable materials that utilise spare operating capacity at existing waste facilities within and around London. The Council's residual Municipal Waste and Other Wastes (organic and healthcare waste) are managed through a contract with Veolia, which will run until 2017.

The sorting of the Council's dry recyclable material is managed under a separate contract which is operated by Bywaters(Leyton) Ltd which commenced at the end of January 2015.

A number of assumptions have been made in calculating the funding required:

- that the Council's expectation of having near zero waste direct to landfill from 2015/16 onwards, incurring no additional costs for the increase in Landfill Tax, will be realised
- the additional residual waste will be managed through Veolia waste treatment facilities
- that the growth is based on the actual tonnages being realised in 2015/16 and will continue at that rate.



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- it is known that the markets for recyclable materials have remained depressed since the Council current MRF contract was put in place and that Local Authorities are once again being charged a processing fee for dry recyclable materials, with this being set to continue for the foreseeable future.
- that the gate fee price for processing the Council's dry recycling is based on the current rate of non-conforming loads and contaminated materials

**Growth Calculation:**

The basis of the calculations is that these services are charged on a unit rate basis per tonne of waste treated or disposed of and therefore the growth for 2016/17 has been calculated on the basis of the additional quantity of waste that is to be treated and disposed of in that year.

There are two main factors that influence the quantity of Municipal Waste generation, economic prosperity and growth in the housing stock/population within an area. The economic recovery has already started to influence increases in waste generation in Tower Hamlets and will continue to do so as the economy recovers further and GDP/paycheck levels rise over the coming years.

The waste growth for Q1 of 2015/16 is 4.3%. This level of growth has been used as the basis for the calculation for 2016/17.

Whilst the current waste contracts are due to expire at the end of March 2017, the growth provision for years 2017/18 and 2018/19 has been estimated on the basis of a number of the same set of assumptions as used to calculate the growth for 2016/17 as no other information is available at this time.

Set out below is a breakdown of the cost elements for these 3 main fractions of the Municipal Waste:

**Municipal Residual Waste:**

The estimated tonnage of residual waste in 2015/16 is 96,894 tonnes

<b>Year</b>	<b>Estimated Residual Waste Growth (Tonnes)</b>	<b>Cost per Tonne (£)</b>	<b>Cost of Growth (£)</b>
2016/17	4166	£101.69	£423,685
2017/18	4346	£104	£451,942
2018/19	4532	£106.08	£480,803

**Dry Recycling:**

The growth requirement in 2016/17 is assumed on the basis of the amount of recycling being delivered to the MRF increasing in line with the general growth of waste @ 4.3%. The additional tonnage being split across the 3 gate fee bands in the same proportion as is currently being experienced.

Although a new MRF contract is due to start in April 2017, the same set of assumptions have been used to estimate the provisional growth requirement for 2017/18 and 2018/19 with the addition of a gate fee price set at 2% per year

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Year	Additional Tonnage	Cost per Tonne (£)	Cost of Growth (£)
2016/17 (includes 4.3% waste growth)	52 tonnes (standard)	£17.95	£32,014
	463 tonnes (mid)	£66.85	
	1 tonnes (rejected)	£129	
2017/18 (includes 4.3% waste growth)	54 tonnes (standard)	£18.31	£34,055
	483 tonnes (mid)	£68.19	
	1.5 tonnes (rejected)	£131.58	
2018/19 (includes 4.3% waste growth)	56 tonnes (standard)	£18.68	£36,369
	504 tonnes (mid)	£69.55	
	1.5 tonnes (rejected)	£134.21	

Other Wastes (Organic wastes and healthcare waste):

Year	Tonnage (combined, difference)	Cost per Tonne (£)	Cost of Growth (£)
2016/17	96.5	Various rates apply	£9,425
2017/18	101	Various rates apply	£10,027
2018/19	105	Various rates apply	£10,667

The same assumptions have been used to calculate the growth for Other Wastes

**1. RISKS AND IMPLICATIONS:**

**Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demanded provide details of the increase in client numbers and the basis of any projections.**

The Council has a statutory obligation to treat and dispose of the Municipal Waste that is generated within the borough and the quantity of Municipal Waste will increase year on year with the growth in the number of housing units and associated population increase. Because the services for waste treatment and disposal are charged for on a per tonne basis the cost associated with the growth in the quantity of Municipal Waste is inescapable.

There are a number of variables that could have an impact on the waste treatment and disposal budget:

- the scale of the economic recovery increases the average amount of waste produced per property beyond the level that has been anticipated for the calculations
- that Veolia owned waste treatment facilities do not have sufficient spare capacity to accommodate the additional waste and Veolia need to seek alternative 3rd party facilities at a higher gate fee price, such as reverting to the use of landfill.
- the percentage of non-conforming loads and contaminated material, which are at a higher rate, is beyond the level projected.

The bid for 2017/18 and 2018/19 is indicative as it is based on the current contracts. The retendered waste contracts will commence during 2017/18 at which time the impacts on growth and budgets will be reassessed and confirmed.

**COMMITTED / UNAVOIDABLE GROWTH BID  
BUDGET 2016/17- 2018/19**

**Item Ref. No:  
GRO/CLC/02/16**

**2 | VALUE FOR MONEY/EFFICIENCY**

**Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/inspection judgements**

The Council has made significant strides in mitigating the costs of waste treatment and disposal by maintaining levels of diversion from landfill disposal to other forms of waste treatment and reducing exposure to the increases in Landfill Tax with the cost per tonne.

In addition, the Council's contracts for waste treatment and disposal services have been procured through open competition under OJEU and through partnership working with the Council's contractors competitive gate fee prices have been secured at a range of existing waste treatment facilities within and around London.

The predicted growth in the number of housing units within the borough and the associated growth in population will however lead to a growth in the amount of Municipal Waste that will be generated within the borough, the additional cost of which will be inescapable

**COMMITTED / UNAVOIDABLE GROWTH BID  
BUDGET 2016/17- 2017/18**

Item Ref. No:  
**GRO/D&R/01/16**

<b>TITLE OF ITEM:</b>	Carbon Reduction Commitment Energy Efficiency Scheme		
<b>DIRECTORATE:</b>	Development and Renewal		
<b>SERVICE AREA:</b>	Energy Services	<b>LEAD OFFICER:</b>	Sian Pipe

**FINANCIAL INFORMATION:**

	Base Budget allocation	Bid (Base is 2015/16 Budget)		
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
LBTH Buildings	115	41		
Street Lighting	80	29		
<b>TOTAL</b>	195	70		

\*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

**DESCRIPTION & JUSTIFICATION**

This bid supersedes that which was considered by the Mayor in Cabinet on 5<sup>th</sup> January 2016. Following a detailed review of the current year's energy usage the growth requirement has been reduced.

**Growth Calculation:**

The Carbon Reduction Commitment Energy Efficiency Scheme (CRC) is a mandatory carbon emissions reporting and pricing scheme that covers all organisations (both public and private sector) within the United Kingdom that use more than 6,000 Megawatt hours (MWh) of electricity per annum.

The scheme requires participants to purchase allowances from the Government for every tonne of carbon the organisation emits (relating to electricity and gas). This means that organisations that decrease their emissions can lower their costs under the CRC.

The carbon tax for the CRC is set by the Treasury. Under phase 1 of the scheme, the charge was capped at £12 per tonne for phase 1 of the scheme, with the charges for the second phase set at £16.10 per tonne for 2015/16.

There has been no announcement of the levy rates for 2016/17 onwards but if the increase is set to align with the European Union Emission Trading Scheme (EUETS) the increase in price could be an additional 30% on top of current prices.

The Government has announced that a review of energy efficiency legislation will be undertaken during 2016, in particular to consider the CRC scheme and the climate change levy and how they interact with other business energy efficiency policies and regulations. Any financial implications that arise from this will be considered as part of the 2017/18 budget process.

**COMMITTED / UNAVOIDABLE GROWTH BID  
BUDGET 2016/17- 2017/18**

**Item Ref. No:  
GRO/D&R/01/16**

**1. RISKS AND IMPLICATIONS:**

**Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demand-led provide details of the increase in client numbers and the basis of any projections.**

The tax is mandatory - failure to pay could result in major penalties, both civil and criminal.

It is not possible to determine the exact amount of the tax liability as the consumption of sites varies during the compliance year. The amount of tax can only be calculated after the end of the financial year, once the annual consumption figures have been received – these are usually available towards the end of May.

**2 VALUE FOR MONEY/EFFICIENCY**

**Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/inspection judgements**

There is no alternative to the Carbon Reduction Commitment Levy, although the charge can be reduced through the implementation of effective energy efficiency and carbon reduction measures.

Investing in energy efficiency projects is a way of reducing energy costs and any tax/levy associated with that energy use. The council is a high consumer of energy, both within its building portfolio and through its street lighting obligations, therefore investment in energy efficiency projects in these areas will result in a reduction in energy usage and therefore the CRC tax paid by the council on an annual basis.

The Mayor in Cabinet considered the Carbon Offset Solutions Study on 5 January 2016. This report outlined the funding that may be available through planning contributions to fund carbon offset projects and identified a portfolio of potential projects and solutions to be delivered from the contributions.

Although the Community Infrastructure Levy system took effect within Tower Hamlets from 1 April 2015, carbon offsetting is part of the reduced Section 106 planning obligations process that remains in place. Resources are secured under Section 106 arrangements in mitigation where schemes do not meet the development plan target for reducing carbon dioxide emissions. Contributions are placed in a fund and used to reduce carbon dioxide emissions in projects within the borough.

The Study outlines three main potential project areas - Fuel Poverty; Retrofit and the establishment of a Community Fund. Processes for the allocation of resources to projects are being incorporated into the proposed Infrastructure Delivery Framework to ensure that any funding is allocated in a transparent manner.

Under the Retrofitting option, new systems will be added to older buildings to improve energy efficiency and reduce carbon emissions. A basis for utilising this funding source will be required, but if applied to council buildings it has the potential to reduce the energy costs incurred by the authority, which in turn will reduce the liability for levies under the Carbon Reduction Commitment.

It should be noted that investment in energy efficiency projects is a medium term plan as the projects will need to be implemented and energy reductions realised before any reduction in energy costs and CRC tax are achieved. In the short term the energy costs and the associated CRC tax is unavoidable.

**COMMITTED / UNAVOIDABLE GROWTH BID  
BUDGET 2016/17- 2018/19**

Item Ref. No:  
**GRO/D&R/02/16**

<b>TITLE OF ITEM:</b>	Planned Maintenance Programme – Year 2		
<b>DIRECTORATE</b>	Development and Renewal		
<b>SERVICE AREA:</b>	Capital Delivery	<b>LEAD OFFICER:</b>	Dale Walker

<b>FINANCIAL INFORMATION:</b>				
	<b>Contingency / Budget allocation</b>	<b>Bid (Base is 2015/16 Budget)</b>		
	<b>2015/16 £'000</b>	<b>2016/17 £'000</b>	<b>2017/18 £'000</b>	<b>2018/19 £'000</b>
<b>Employees (FTE)</b>				
<b>Employee Costs</b>				
<b>Other Costs</b>	803	523		
<b>Income</b>	('One-off' Budget for 2015/16 only)			
<b>To Reserves</b>				
<b>TOTAL</b>	803	523		

\*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

**DESCRIPTION & JUSTIFICATION**

**Growth Calculation**

Stock condition surveys have been undertaken and analysis of the survey outputs has been carried out to support a planned maintenance programme. Funding was approved for the 2015/16 financial year to finance the first year of a programme which has seen essential backlog maintenance being undertaken to a range of council buildings to maintain a safe and appropriate operational environment. This year has also seen the start of a cyclical repair and condition programme to key buildings, including Bromley Public Hall and St George's Town Hall.

Some works have been delayed as a result of the implementation of new Measured Term Contracts from April and the slippage of some works due to a delayed start on the programme by the appointed contractors. Now survey reports from the contractors are being received and works ordered, the programme is starting to pick up. Works to St George's Town Hall and Bromley Public Hall will account for a significant proportion of expenditure during the second half of the financial year. Some works have been subject to listed building consent.

It is proposed that a Year 2 (2016/17) programme is undertaken, along with the completion of any slipped 2015-16 schemes. The focus will shift to other areas of the council portfolio, including buildings previously managed by the Communities, Localities and Culture Directorate.

The following points should be noted:-

- The budgeted figures above are revenue only
- Procurement / Legal / Staffing or other direct costs are not included
- The programme scope allows for redecoration, repairs and life cycle component replacements.

**COMMITTED / UNAVOIDABLE GROWTH BID  
BUDGET 2016/17- 2018/19**

**Item Ref. No:  
GRO/D&R/02/16**

- Improvement/Conversion and upgrade costs are not included
- All items potentially affecting health & safety have been ordered as a priority
  - The 2016/17 figure of £523,000 represents a new bid - it does not reflect slippage of the year 1 programme which will be completed in 2016/17 funded from a carry forward of the existing budget

**1. RISKS AND IMPLICATIONS:**

**Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demanded provide details of the increase in client numbers and the basis of any projections.**

The planned maintenance programme objective is to maintain essential council buildings in an acceptable and safe condition and to prevent assets deteriorating to a point where major capital investment is required to maintain service delivery. Failure to deliver the programme will impact on reactive repair budgets and risk unplanned service downtime.

**2 VALUE FOR MONEY/EFFICIENCY**

**Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements**

To date, works of an urgent nature or for essential health & safety compliance have been financed through responsive maintenance expenditure supported by capital where necessary. This approach is reactive and unplanned, impacting adversely on budgets, service delivery, working conditions and reputation. A planned maintenance programme will protect our assets and ensure investment is prioritised on assets with the greatest service value and will be compatible with the objectives of the revised Asset Management Strategy.

**COMMITTED / UNAVOIDABLE GROWTH BID  
BUDGET 2016/17- 2018/19**

Item Ref. No:  
**GRO/D&R/03/16**

**TITLE OF ITEM:** Royal London Hospital Site – Security and Associated Costs

**DIRECTORATE:** Development and Renewal

**SERVICE AREA:** Facilities Management **LEAD OFFICER:** Keith Fraser

**FINANCIAL INFORMATION:**

	Contingency / Budget allocation	Bid (Base is 2015/16 Budget)		
	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Employees (FTE)				
Employee Costs				
Other Costs	0	140		
Income				
To Reserves				
<b>TOTAL</b>	0	140		

\*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

**DESCRIPTION & JUSTIFICATION**

The Council purchased the Royal London Hospital (RLH) site in February 2015 with planned refurbishment to begin during the 2018/19 financial year. Insurers have placed sufficient security and maintenance requirements on the council to preserve loss cover at £65 million, however these costs are not currently included within budgets.

**Growth Calculation:**

Type	£	Description
Security	<b>120,000</b>	To include manned guarding, 365 days per year
Red Care	<b>500</b>	Annual rental
Alarm Maintenance	<b>5,000</b>	To include fire and burglar alarm maintenance, inspection costs, fire extinguisher re-charging, emergency lighting annual maintenance & inspection
Electricity	<b>8,000</b>	Estimated consumption for CCTV, alarms, and lighting
Waste Management	<b>500</b>	2 x 26yd skips annually to remove detritus
Phone	<b>750</b>	Connection charges, line rental
Minor Repairs	<b>6,000</b>	To cover any minor damage to alarm systems or immediate fabric repairs to security grilles/boarding
	<b>140,750</b>	



**COMMITTED / UNAVOIDABLE GROWTH BID  
BUDGET 2016/17- 2018/19**

Item Ref. No:  
**GRO/D&R/03/16**

**1. RISKS AND IMPLICATIONS:**

**Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demanded provide details of the increase in client numbers and the basis of any projections.**

The risk of not securing the site or maintaining it according to the requirements of the insurance underwriters could lead to the insurance cover being removed, meaning that the council would have to carry the risk of a £65 million re-instatement cost.

**2 VALUE FOR MONEY/EFFICIENCY**

**Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/ inspection judgements**

See above.

**COMMITTED / UNAVOIDABLE GROWTH BID  
BUDGET 2015/16- 2017/18**

Item Ref. No:  
**GRO/RES/01/16**

<b>TITLE OF ITEM:</b>	Loss of Benefit Subsidy		
<b>DIRECTORATE:</b>	Resources		
<b>SERVICE AREA:</b>	Customer Access and ICT	<b>LEAD OFFICER:</b>	Steve Hill

	Contingency / Budget allocation	Bid (Base is 2014/15 Budget)		
	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Employees (FTE)				
Employee Costs				
Other Costs				
Income		500	333	250
To Reserves				
<b>TOTAL</b>				

\*Committed growth agreed on an annual basis, therefore future years are included as indicative figures to aid medium term financial planning

**DESCRIPTION & JUSTIFICATION**

**Growth Calculation:** The Government has announced that it has changed that way in which grant for administering Housing Benefit is allocated, and has also introduced a 10% 'efficiency' reduction. This reduction applies to the grant the Council received for administering Housing Benefit and Local Council Tax Support (LCTS).

The council has no control over this funding – it has been notified that it will reduce by £500k in 2015/16. Further reductions have been included for the following 2 years, as it is likely that further 'efficiency' reductions are introduced as public expenditure is cut over the life of the next parliament.

**1. RISKS AND IMPLICATIONS:**

Why is this expenditure inescapable and what are the consequences/ risks if funding is not approved? If it is demanded provide details of the increase in client numbers and the basis of any projections.

The growth is not optional – it has been notified by the Government. If not approved, further cuts from other Council services would be required to balance the budget.

**2. VALUE FOR MONEY/EFFICIENCY**

Provide evidence that the proposed expenditure will offer value for money. Where the expenditure is additional to existing budgetary provision for this service, evidence should also be provided of the value for money of the base provision. Evidence should be drawn from BVPIs, unit costs comparisons, benchmarking exercises or audit/inspection judgements

Administrative savings from both the Benefits and Council Tax services have been included in the 2015/16 proposals, along with additional income generation proposals of over £16m.

# **Appendix 4**

# **SAVINGS**

# **Appendix 4.1**

## **Savings 2016/17 – Summary**

No	Ref No	Description of Savings Opportunity	2016/17
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<b>Adults Services</b>			
1	ADU001/16-17	Review of Day Services for Older People	241
2	ADU003/16-17	New funding arrangements for new Belvedere House	150
3	ADU005/16-17	Reduction in Social Services early retirement costs	71
4	ESCW054/16-17	Review of high cost Learning Disability care packages	50
5	ADU006/16-17	Charging for community Social Care services	540
6	ADU007/16-17	Sharing Services with NHS Partners	800
7	ADU008/16-17	Improving focus on reablement for social care users	800
8	ADU009/16-17	Improving focus on maintaining independence for social care users	918
9	ADU010/16-17	Improving the efficiency of the community equipment service	60
10	ADU011/16-17	Commissioning and procuring efficient adult social care	1,373
11	ADU012/16-17	Working with the NHS to deliver jointly funded care packages	1,000
			<b>6,003</b>

<b>Children's Services</b>			
12	CHI003/16-17	Undergraduate & PGCE bursaries	161
13	CHI004/16-17	Realignment and funding of efficiencies in early years provision	4,368
14	CHI005/16-17	Directorate support services- more efficient working*	160
15	ESCW034/16-17	Directorate administration review*	317
16	ESCW042/16-17	Healthy Lives service - reduction in non staff spend	15
17	ESCW045/16-17	Reduction in Schools early retirement costs	30
18	CHI006/16-17	Review of Child and Adolescent Mental Health services (CAMHS)	200
19	CHI007/16-17	Review of Attendance and Welfare Service	100
20	CHI008/16-17	Reduction of General Fund subsidy for Gorsefield Rural Studies Centre	50
			<b>5,401</b>

<b>Communities, Localities and Culture</b>			
21	CLC002/16-17	Renegotiation of Current Leisure Services Contract	1,240
22	CLC003/16-17	Making the Youth Service More Efficient	700
23	CLC004/16-17	Discontinue the Incontinence Laundry Service	41
24	CLC005/16-17	Alternative Service Delivery Model for Animal Warden Service	160
25	CLC006/16-17	Income Generation Opportunity from CCTV Network	400
26	CLC007/16-17	Review of Enforcement Function- More Generic Working	451
27	CLC008/16-17	School Crossing Patrols to be delivered by Schools	89
28	CLC010/16-17	Alternative funding arrangement for Toilets	100
29	CLC011/16-17	Reduce funding to local police budgets	270
30	CLC012/16-17	Review of Streetcare and Streetworks Team	90
31	CLC013/16-17	Make more parking services available online and by phone	500
32	CLC014/16-17	Introduction of Car Parking at John Orwell Centre	48
33	CLC015/16-17	Saving from existing underspend of London Taxi Card budget	100
34	CLC016/16-17	Reduction in Blackwall Tunnel Approach Cleansing	75
35	CLC017/16-17	Alternative Waste Disposal Solution	150
			<b>4,414</b>

<b>Development and Renewal</b>			
36	D&R001/16-17	Management of vacancies and review of pensions contributions	200
37	D&R002/16-17	Corporate Landlord and other Commissioning Efficiencies	125
38	D&R003/16-17	Increased productivity and commercialisation of planning and building control services	100
39	D&R005/16-17	Reduction to the Mainstream Grants Budget	40
40	D&R006/16-17	Reorganisation of Housing Management & Procurement Teams	145
41	D&R007/16-17	Restructure of Programme Management & Assurance Team	90
42	D&R008/16-17	Generating more income from council assets	50
43	D&R009/16-17	Directorate transformation and efficiency programme	50
			<b>800</b>

No	Ref No	Description of Savings Opportunity	2016/17
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<b>Law, Probity and Governance</b>			
44	LPG001/16-17	Service Efficiency: Deletion of Vacant Post	45
45	LPG002/16-17	Review of external spend	50
46	LPG003/16-17	Reduction in children's court fees budget	40
47	LPG004/16-17	Increase external income from Legal Services	25
48	LPG005/16-17	Deletion of Burial Subsidy Scheme	20
			<b>180</b>

<b>Resources</b>			
49	RES001/16-17	Downsizing of Contact Centre Management Team	19
50	RES002/16-17	Corporate Finance Staffing - process savings	100
51	RES003/16-17	Partnership delivery of employment programmes	150
52	RES004/16-17	Benefits Service Assessment	30
53	RES005/16-17	ICT reduction through down-sizing of user base	150
54	RES006/16-17	Better recovery of Court Costs	50
55	RES007/16-17	Housing Benefit Overpayment Recovery	126
			<b>625</b>

<b>Total Approved Savings (All Directorates)</b>			<b>17,423</b>
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# **Appendix 4.2**

## **Savings 2016/17 – Detail Proforma and Equality Analysis**

# **Adults Savings 2016/17**



OPP TITLE:		Review of Day Services for Older People						
DIR:	Adult Services					REF: ADU001		
SERVICE:	Strategic Commissioning					LEAD OFFICER: Barbara Disney		
TEAM:						THEMES:	Lean: Service Re-Design and Consolidation	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Net Savings 18/19 £000	Total Saving	Invest to Save 15/16	Start before Sep 2015	Is an EA Req?
	£ 2,024	£ 241	£ -	£ -	£ 241	No	No	Yes
FTE Reductions	30	5	0	0	5			
DETAILS OF SAVINGS OPPORTUNITY								
<p>This savings proposal is part of a wider review of day services for older people which is currently under consideration by the Mayor and Cabinet, to be taken for decision in November 2015.</p> <p>The council currently spends £2,024,000 on the in-house and externally provided day services for older people who meet eligibility criteria for social care support.</p> <p>The council needs to modernise day services for older people with eligible social care needs, in order to meet rising demand and help more older people in a way which is more tailored to their care-related and cultural needs. The review and proposed redesign responds to multiple pressures including demographic change, the expectations of service users and the ongoing financial challenges faced by the council as a result of Government spending reductions.</p> <p>The proposed redesign focusses primarily on service improvement and better outcomes for service users, whilst also achieving cost efficiency and value for money.</p> <p>The proposal includes better provision for service users of Mayfield House (which has 30 places and average daily attendance of four) by moving these services to more modern facilities in consultation with service users.</p> <p>Mayfield House is in a poor state of repair, lacks full disability access and does not provide separate prayer, ablution or activity spaces for men and women, resulting in under-occupancy and lack of access for Somali women. This compares to the highly-adapted and culturally-sensitive space at other premises.</p> <p>The low attendance rate (on average four people per day out of 30 spaces) means the service at Mayfield House is very expensive per person, compared to other in-house and externally provided day services in Tower Hamlets, which are also higher quality and more culturally appropriate environments.</p> <p>Re-providing the service currently delivered at Mayfield House will be an opportunity to improve both the experience of current service users and our offer to Somali women, while ensuring value for money.</p> <p>There will inevitably be a need for a transition period, where the council will work closely with service users and carers to alleviate any disruption and fears about changes to or loss of existing services.</p> <p>The council will ensure those people are signposted to alternative day opportunities appropriate to their needs. This would also release a council building for potential alternative use.</p>								
IMPLICATIONS								
<p><b>including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT</b></p> <p>Whilst this proposal will improve day services across the borough whilst reducing cost, there will be a period of transition for staff members and service users who may feel uncomfortable with change.</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	The proposal will reduce the budget for older people's day services, by ensuring that needs are met more effectively and efficiently. As part of the strategy current gaps in provision will be addressed, increasing resources for these groups.						
Does the change reduce resources available to support vulnerable residents?	No	The proposal will ensure that resources are available for all vulnerable groups, helping to meet identified gaps in existing provision, whilst reducing the overall budget. All service users will have their needs assessed to ensure that individually they will still get the support that they need and are eligible for, although the overall budget will be reduced.						

Does the change involve direct Impact on front line services?	Yes	The location of some services will change but the Council will ensure that there is a geographical spread of service through the procurement process and all service users will be assessed in relation to their transport needs, and provided with support as required, to enable them to access the service which best meets their care-related and cultural needs.
<b>CHANGES TO A SERVICE</b>		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	Yes	Providing support for Somali Women as they are effectively excluded from current provision and their needs are not yet met at other premises,
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	We will have to go to the market through formal procurement processes, and this may involve changes in providers. The procurement process will be outcomes-focussed to ensure it delivers high quality of services based on user expectations from the review.
Does the change involve local suppliers being affected?	Yes	Contracts suppliers will need to comply to service level standards and pricing standards
Does the change affect the Third Sector?	Yes	As above
Does the change affect Assets?	Yes	This will release buildings for alternative use.
<b>CHANGES TO STAFFING</b>		
Does the change involve a reduction in staff?	Yes	A reduction in staffing will include redeployment of a manager (PO2), three day care staff (SC5), a cook (SC4) and a temporary day care worker (SC5)
Does the change involve a redesign of the roles of staff?	Yes	There will be some training provided to support new standards and the practices of the other facilities.

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

## **Section 1: General Information**

### **1a) Name of the savings proposal**

Review of Day Services for Older People

### **1b) Service area**

Strategic Commissioning

### **1c) Name and role of the officer/s completing the analysis**

Jack Kerr, Strategy, Policy and Performance Officer

## **Section 2: Information about changes to services**

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

The council currently spends £2,024k on the in-house and externally provided day services for older people who meet the eligibility criteria for social care support. This savings proposal is part of a wider review of day services for older people which is currently under consideration by the Mayor and Cabinet, to be taken for decision in November 2015. The Council needs to modernise day services for older people with eligible social care needs in order to meet rising demand and help older people in a way which is more tailored to their care-related and cultural needs. The review and proposed redesign responds to multiple pressures including

demographic change, the expectations of service users and the ongoing financial challenges faced by the Council as a result of Government spending reductions. As such, this proposed redesign of day services for older people is an opportunity to modernise traditional day services provided for eligible social care service users' in the borough in order to ensure there are a variety of opportunities for older people to access a service that best meets their needs, improves outcomes, increases standards of care, contributes to social cohesion and meets the needs of our future population of older people whilst providing value for money to the Local Authority.

The focus of this saving proposal, subject to the final outcome of the 'Review of Older People's Day Services', is better provision for service users of Mayfield House Day Centre by moving these services to more modern facilities. Currently, Mayfield House does not provide adequate provision for our Somali older people. Mayfield House is in a poor state of repair, lacks full disability access and does not provide separate prayer, ablution or activity spaces for men and women, resulting in under-occupancy and lack of access for Somali women. This compares to the highly-adapted and culturally-sensitive space at other premises. Re-providing the service currently delivered at Mayfield House will be an opportunity to improve both the experience of current service users and our offer to Somali women, while ensuring value for money

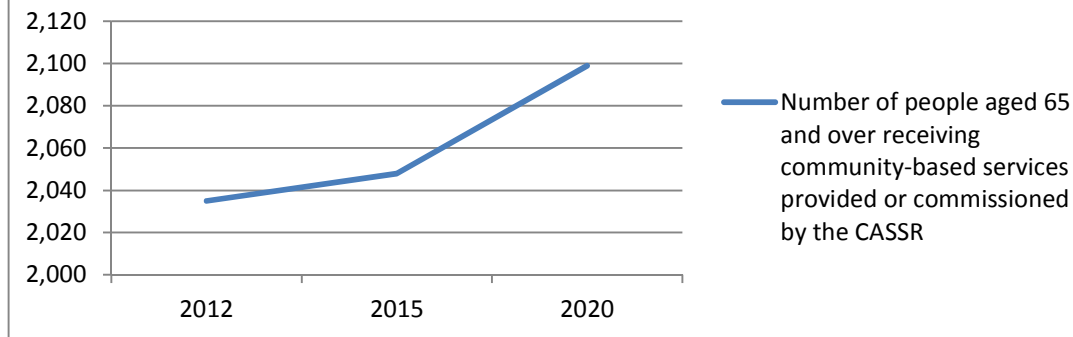
## **2b) What are the equality implications of your proposal?**

The proposed service model seeks to modernise and improve the current Day Opportunities Service for existing and new service users to ensure it:

- Meets local needs and aspirations;
- Is equitable across all communities in Tower Hamlets;
- Commissions the best quality care for the best possible price;
- Explores new ways of delivering the services so that the council can manage increased demand without risking its statutory responsibilities;
- That service users' value day opportunities services which is culturally sensitive, supportive of their needs and cohesive.

Analysis of data shows a progressive increase in services provided to older people. Demand for adult social care services from older people is predicted to continue to increase between now and 2020. This projected increase in demand is expected to have a significant impact on community-based services as can be seen in the table shown below

### Number of people aged 65 and over receiving community-based services provided or commissioned by the CASSR



It is recognized that a 'one size fits all' approach is not going to be effective in meeting future needs. It is with this in mind that the new service will be designed in such a way as to promote greater personalisation of services. Significantly all existing service users will benefit from a service which offers greater choice, maximizes independence, contributes to addressing loneliness and social isolation for older people and potentially minimizes hospital admissions and readmissions across all community groups in Tower Hamlets

With specific regards to Mayfield House Day Centre, it is currently under-utilized. There are 30 spaces available for eligible adult social care service users however there are only six service users currently accessing Mayfield House who have been assessed as eligible for social care services. They have been assessed as eligible to attend between one day a week and three days a week, which means that, of the 150 day spaces per week, only 12 are used – this equates to an 8% occupancy rate by people who have been assessed as having eligible needs. The table below indicates the current weekly usage:

	Monday	Tuesday	Wednesday	Thursday	Friday	Attendance per week
1.						3 days
2.						2 days
3.						2 days
4.						2 days
5.						2 days
6.						1 day
<b>Occupancy per day</b>	3 people	3 people	1 person	2 people	3 people	

In comparison, the table below highlight the occupancy rate of other day centres in Tower Hamlets

Service	Capacity per day	Average daily attendance	% as Capacity
Riverside	40	30.6	76.5%
Mayfield House	30	3	8%
Sonali Gardens	40	27.08	67.69%
St Hilda's Weekend	12	9.52	79.33%
Sundial	30	21	70%

There are ten people who attend the service who do not have identified care needs and whose needs could be supported through a lunch club facility. The needs of attendees differ greatly and the staff team have worked consistently to support all with emphasis on those most vulnerable, but risks have been posed by visitors by negatively intervening, whilst staff provide support to eligible service users. The building lacks full disability access, separate seating/activity/toilets/washing and prayer space for males and females which has deterred women from using the service. The building is on the main road so it is difficult for transport to stop to drop off customers to the Centre. Any such service should also meet the need of Somali elder women who are not currently accessing services. Mayfield House currently supports only men from Somaliland. At the moment, there is a lack of service provision for Somali Elder women in the borough. The aim for the future is to ensure current service users are able to access and

receive support in a service which has the facilities available which meet cultural and religious requirements.

The new proposals suggested by this saving opportunity would see Mayfield House closed down and in its place new and existing clients will be able to access a range of day services in a high standard, purposely built building in one of our spot contracted services at Sonali gardens. They have separate worship and activity areas for male and female attendees, and a large kitchen suitable for the preparation of meals. This would enable a better quality of provision and offer more choice for Somali women who have historically felt excluded from the current service at Mayfield House. This proposal would also provide a solution for the group of older men who sometimes use the Mayfield Day Centre service as a “drop-in” but who do not meet eligibility criteria. These men would be better placed using services such as LinkAge Plus or one of the Council’s lunchclubs which are specifically set up as part of the preventative agenda to maximize the independence of individuals, offering a range of activities which promotes health and wellbeing. There are currently at least two service users who are currently being supported but will be requiring more specialist Dementia Services in the near future. These service users would benefit from moving to alternative, more specialist day service provision such as Russian Lane Day Centre for people with dementia which would be better suited to their needs

The review and standardization of the range of spot provision for day services in the borough will also see a much greater personalisation of services to their specific need, offering a range of choices to older people about how they would like to spend their day, especially when considered alongside the LinkAge Plus and the lunchclub offer.

#### Resident feedback

A meeting with service users and carers at Mayfield House on the 27<sup>th</sup> October 2015 to discuss the proposal. Feedback was largely negative: People raised concerns that if Mayfield House closes, the Somali community that currently meets there will disperse. They currently use the community as a support network. Whilst there is no attachment to the building, people were keen to ensure that the group who meets at Mayfield House is kept together to promote their physical and mental wellbeing. People highlighted the value in having a Somali-specific service in the borough. People would prefer the service to be delivered differently rather than closed down. A different organisation running the service may not understand and meet their unique cultural needs, such as traditional Somali food. Sharing the service with another community raises concerns that they will not accept them and a concern that they will be a burden on them.

### 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"> <li>Please add a narrative to justify your claims around impacts and,</li> <li>Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making</li> </ul>
Race	Adverse (for social isolation)  Adverse (for language)	There is a risk that service users (men from Somaliland) of Mayfield House could face social isolation at any proposed alternative service provision, by the sheer refusal to use it. At a Council consultation meeting in 2015, attendees said that they did not want Mayfield House to be closed. Many said that they were not interested in other choices and some said they would not go anywhere else  There is a risk that customers at Mayfield House will face language barriers in any 're-configuration and re-modelling' of the in-house day service that is away from the current site. However, there is recognition that service users from different communities could come together and share services as a



	Neutral (for meals)	<p>way forward which is reflective of the 'One Tower Hamlets' principle. This was a particular response from Sonali Gardens. Jewish care also noted the concern of a diminishing elder Jewish community in the borough</p> <p>The lack of spoken and written English could present as a major barrier to accessing services and support for Somali and Bangladeshi service users at Mayfield and Sonali Gardens Daycare. Service users from Mayfield reported more confidence in communicating with Somalian speaking staff.</p> <p>All services have a kitchen on site with number of providers cooking meals at the Centres. These include Sundial, Sonali Gardens, Mayfield, Jewish Care, Bromley by Bow, Toynbee, Headway, and Hawthorne. Tower Hamlets Community Meals are delivered to Riverside Daycentre. The cost of the meals varies from the subsidised £2.65 contribution for the in-house meals provision to £7.20 at Jewish Care.</p> <p>During the consultation event, service users of Mayfield House said that they felt that culturally appropriate food might not be available to eat at any proposed new service provision/building which meets their cultural and religious needs. However, given the dedicated kitchen facilities that are available at all centres, there is no reason why provision at a different site should not be able to provide culturally appropriate food.</p>
	Positive (cohesion)	<p>The opportunity for Somali people to be able to engage and interact with with other cultures could be seen in a positive light, in terms of cohesion although Service users of Mayfield House felt that mixing would be difficult. Customers could be given a choice as to whether they want to move to the alternative service provision with their friends so that they do not lose their friendship groups; and people would also be provided with an opportunity to mingle through a common prayer facility.</p>

Disability	Positive	<p>Under the Care Act 2014, each local authority must provide or arrange for services, facilities or resources which would prevent delay or reduce an individual's needs for care and support or needs for support of carers. Day services play an important role for both the cared for and the carer. They feed into primary prevention and Reablement through their focus on reducing social isolation and loneliness through social activities, and improving health outcomes by providing health and wellbeing promotions and physical activities. Services can also provide access to basic information and advice</p> <p>Day Service provision at Riverside day Centre will be enhanced to enable an intense reablement/rehabilitation day service for limited episodes and used as the day service of choice for our most vulnerable residents. This will mean an improved service is available for those with complex needs. Current service users of Mayfield House who have eligible social care needs would benefit from being able to access more specialist provision to help with more complex social care needs.</p>
Gender	Neutral (Access to Centre)	<p>Transport is provided to service users where transport is identified as a need to enable individuals to access the services identified. The day services noted provide a range of options both with transport provided through the Council's in-house provision which can be mini bus/taxis or by a commissioned service from the provider. At some services, such as Sonali Gardens, a combination of both in-house and provider own transport is used.</p>
	Neutral (access to day services)	<p>The most recent (2011) Census results are broken down by gender. Significantly, this suggests that by 2020 - although there will still be more older women aged 85+ - the overall growth in the numbers of older people aged over 85 will be significantly driven by a growth in older men.</p>

	2012	2015	2020	% Increase
<b>Males 65+</b>	7,254	7,275	7,743	6.7%
<b>Males 85+</b>	<b>727</b>	<b>886</b>	<b>1,177</b>	<b>61.9%</b>
<b>Females 65+</b>	8,442	8,536	8,993	6.5%
<b>Females 85+</b>	1,146	1,214	1,237	7.9%
<b>All aged 65+</b>	15,696	15,811	16,736	6.6%
<b>All aged 85+</b>	1,873	2,100	2,414	28.9%

ONS Subnational Projections September 2011

A significant implication of these figures shows that over the next 10 years, it can be expected that a growing proportion of older adult social care users in the borough will be men. This will need to be considered and carefully taken into account in the course of commissioning and planning service provision, to ensure that services are equally welcoming to men and women; and that the market is developed to meet the needs of older men and women equally, driven by the choices and preferences of service users and personal budget holders.

The reconfiguration of the existing services to Somali elders away from the current site would enable an accessible and appropriate service for the Somali community, including women. Currently women are not willing to attend the existing service due to the environment and are therefore excluded from the service.

The review recommendation suggest that the service could be hosted through existing services which have in place ablution, prayer, halal kitchens and separate social and activity spaces - which is an

Positive  
(promoting  
female  
access)

	Possible Negative (men)	<p>extended service for both male and females. This element of the service set up as a framework would have an agreed service specifications and outcomes for the service, and promote more cohesion under the 'One Tower Hamlets' pledge.</p> <p>Re-provision of Mayfield House may not satisfy the wishes of Somali men which could result in disengagement from service provision in the community.</p>
Gender Reassignment	Neutral	<p>No adverse impact identified.</p> <p>The lack of comprehensive information on this issue is largely due to low levels of recording on systems. LGBT awareness training (including monitoring) is available for practitioners and will be promoted to staff to ensure more information is collected in future.</p>
Sexual Orientation	Neutral	<p>No adverse impact identified.</p> <p>Unfortunately we do not have accurate data for the numbers of Lesbian, Gay and Bisexual (LGB) older people living in the borough, or for the numbers of LGB older people who currently use Adult Social Care services in the borough or who specifically attend Mayfield House. Accurate national data is not available.</p> <p>The lack of comprehensive information on this issue is largely due to low levels of recording on systems. LGBT awareness training (including monitoring) is available for practitioners and will be promoted to staff to ensure more information is collected in future.</p>

		<p>A qualitative study was carried out in 2009, which focused on the experiences of LGB residents in Tower Hamlets, aged 50+.</p> <p>This study observed that, based on estimates that 6.5% of the UK population is 'exclusively homosexual', Age Concern claimed in 2002 that 1 in 15 users of their services would be lesbian or gay. Other statistics from the ONS differ significantly from this estimate, suggesting that only 1.5% of the population identifies as gay, lesbian or bisexual, and in London 2.2% of the population identifies as gay, lesbian or bisexual. Evidence from the 2001 Census shows that Tower Hamlets has the fifth largest reported number of cohabiting same sex couples nationally, and the fourth largest (out of 33 boroughs) in London.</p> <p>In terms of the population of Tower Hamlets, based on the range of estimates nationally and for London, this would suggest that between 350 - 1000 people aged over 65 currently living in the borough are LGB, and that this number will grow very slightly to between 370 - 1100 people by 2020. In terms of older adult social care users in the borough, it would suggest that between 60 - 180 older LGB people will be users of adult social care services in the borough in 2011-12.</p> <p>As with the other equalities characteristics above, the needs of people who are LGB will need to be carefully considered by service planners and commissioners. In particular, commissioners should ensure the market is developed to enable a real choice of good quality, personalised services to personal budget holders, with equality, diversity and inclusion a clear quality criteria when commissioning services and when encouraging service improvement across the developing social care market. The assumption is that all service provision will comply with the Council's equal opportunities policies and be LGBT friendly.</p>
Religion or Belief	Positive	<p>The borough has the highest proportion of Muslim residents of any local authority area in the country, at 35%. (This includes all residents and not just Older People). Christianity, at 27%, is the next largest religion/belief group in the borough followed by 19% of people who say they have no religious beliefs.</p>

The current profile of eligible adult social care service users aged 65 years old and over in Tower Hamlets accessing Day Care services in 2014/15 is set out in the table below.

Religion	Total	Total
Buddhist	0.3%	1
Christian	47.1%	154
Hindu	0.3%	1
Jewish	5.8%	19
Muslim	30.3%	99
No Religion	1.2%	4
Not Stated	7.6%	25
Other Religion	0.6%	2
Sikh	0.3%	1
Undeclared / Not Known	6.4%	21
Grand Total	100.0%	327

Given that they comprise the largest religious group in Tower Hamlets Muslims can be seen to be slightly underrepresented amongst current older people day services, although the older population over 65 has a greater number of white British and or traditionally Christian individuals.

With regards to Mayfield House Daycentre, the service is currently comprised of all Muslim service users. Closing down the centre can be seen to have a disproportionate impact on this group. However, the proposal is part a wider review of older people day services which aims to ensure that day services are put in place that meets local needs and aspirations and address existing gaps such as the lack of provision for Somali women. The review is looking to ensure equitable access across all communities in Tower Hamlets, and that service users have day opportunities services which are culturally sensitive, supportive of their needs and cohesive.

Age	Positive	Over the next 10 years the number of residents in Tower Hamlets aged 65 years and over will see an increase of over 22%. Within this, the number of 85 year olds is projected to increase by 46.7% - the
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		largest increase across any five year age group. When this percentage is translated into population terms, this equates to an additional 3,500 residents in the 10 years from 2013. Of these 923 are expected to be in the over 85 year's age group. Current capacity in older people day services would not be able to manage the demand. Through the review and redesign of older people day services in Tower Hamlets the current older people's day opportunities market place will expand to meet future demand. This will also consider the prevention and rehabilitation needs of service users from an age band of 50 years old and upwards, in order to supply services to meet the broad and divergent health and social care needs that will be presented in later life, as well as services equipped and skilled at supporting frail elders.
Socio-economic	Neutral	No adverse impact identified.
Marriage and Civil Partnerships.	Neutral	No adverse impact identified.
Pregnancy and Maternity	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.

Adverse impact	Please describe the actions that will be taken to mitigate this impact
Language Barrier	<ol style="list-style-type: none"> <li>1. This risk will be mitigated by providing service users with access to staff or interpreters who speak Somali. Staff can also signpost to advocacy services as appropriate.</li> <li>2. Strategic Commissioning will develop a service specification which demands that all services demonstrate how they will meet the cultural needs of service users.</li> </ol>
Social isolation	Managing the risk of current service users' refusal or not engaging with re-provision. This will need to be considered as a risk, when progressing with the recommendation and how it will be managed.
Meals provision	Any re-provision of services should take into account of lunch provision so that they meet cultural dietary needs including Halal and are suitable for all communities including the Somali community.
Gender	Any changes to the service may impact on Muslim Somali elder men. Service users could be provided with an opportunity to visit other Day Centres to look at the facilities available. However, this is likely to have a positive impact on women



Religion	Any changes to the service may impact Muslim Somali elder men. Service users could be provided with an opportunity to visit other Day Centres to look at the facilities available such as Sonali Gardens which provides separate facilities for men and women. This is likely to have a positive impact for women.
Age	Any changes to the service will impact on older Somali men. This will have a positive impact as it will encourage a more integrated community and be more in line with our 'One Tower Hamlets' vision. Mitigating action: As for religion and gender.
Disability	Day Opportunity Service will need to consider mitigating potential adverse impact by deciding who falls within high need and how often the need will be reviewed so that it is able to meet increased demand, and re-able as many service users as possible or refer back for higher need social work assessment. More data is needed to identify how many high need service users are likely to require the service in a year and how they will all be offered the service, instead of having the same cohort of (35-40) service users accessing it.

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.

OPP TITLE:		New funding arrangements for new Belvedere House							
DIR:		Adult Services				REF: ADU003/16-17			
SERVICE:		Supporting People (Commissioning)				LEAD OFFICER: Karen Sugars			
TEAM:						THEMES:		De-commissioning, Reducing services	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Net Savings 18/19 £000	Total Saving	Invest to Save 15/16	Start before Sep 2015	Is an EA Req?	
Not Renew Contract with NBH	£ 467	£ 150	£ -	£ -	£ 150	N	No	No	
FTE Reductions	0	0	0	0	0				
DETAILS OF SAVINGS OPPORTUNITY									
To end the support Grant to New Belvedere House Ex-service men's hostel at the end of this grant cycle in March 2016.									
New Belvedere House is a 56-bedroom hostel for ex-servicemen and women who are homeless or otherwise in crisis, based in Tower Hamlets. It offers support and advice to ex- service men and women, linking them into appropriate services such as alcohol detox, employment and long term housing. The service has operated in Tower Hamlets at its current site since 1973.									
New Belvedere House currently has a contract with the Supporting People Service based in Adults Commissioning. The contract is specifically for part of the cost of the provision of a support service; it does not fund the accommodation. The annual value of the contract is currently £150,275 and the contract is to be extended to 31st March 2016 as agreed by the Commissioners. The funding is currently administered via the Corporate Grants programme, though the funding is provided by and remains in Adults Commissioning.									
These funding arrangements are due to an historical transfer of funding from Central Government in 2003. The supporting people funding is part of a wider and multi funded package of support, provided by the internal fundraising of Veterans Aid. NBH have been looking at strategies to diversify their funding base and have recruited a fundraising company to assist in this. They have confirmed that they will identify alternative funding options with effect from April 2016, at which point the grant will cease.									
IMPLICATIONS									
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT									
None									
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	Veterans' Aid will be securing alternative funding to ensure that they can continue to provide services for their vulnerable clients with no impact							
Does the change reduce resources available to support vulnerable residents?	No	Veterans' Aid will be securing alternative funding to ensure that they can continue to provide services for their vulnerable clients with no impact							
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	Veterans' Aid will be securing alternative funding to ensure that they can continue to provide services for their vulnerable clients with no impact							
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	Page 110							

<b>OPP TITLE:</b>	<b>Reduction in Social Services early retirement costs</b>							
<b>DIR:</b>	Adult Services					REF: ADU005		
<b>SERVICE:</b>	HR (ESCW)					LEAD OFFICER: Mark Keeble		
<b>TEAM:</b>						<b>THEMES:</b>	Financial Adjustments	
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
Reduction in Social Services early retirement costs (35305)	£ 144	£ 71	£ 5	£ 5	£ 81	<b>N</b>	No	No
FTE Reductions	0	0	0	0	0			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
There are no new early retirements charged against this cost centre so it reduces year on year. 16/17 reduction reflects reduction in spend in previous years for which budget has not been reduced. Further savings expected to be available for 17/18 and 18/19 but of a far lower value.								
<b>IMPLICATIONS</b> including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
None.								

<b>TITLE:</b>	<b>Review of high cost Learning Disability care packages</b>							
<b>DIR:</b>	Adult Services							
<b>SERVICE:</b>	Learning disability					REF: ESCW054		
<b>TEAM:</b>						LEAD OFFICER: Giuseppe di Martino		
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
Efficiency Review of Learning Disability Service	£ 18,544	£ 50	£ -	£ -	£ 50	Delivering Differently		Yes
FTE Reductions	0	0	0	0	0			

#### DETAILS OF SAVINGS OPPORTUNITY

The council has legal duties to meet the needs of people who are eligible for social care support. In Tower Hamlets. Our social care budgets are under significant pressure due to rising demand for services and high levels of complex needs, coupled with continued reductions in funding from central government.

As a result, it is crucial we review care and support to ensure we can continue to meet the needs of everyone eligible for social care, in the most cost effective way.

The Community Learning Disability Service is integrated with community health services and jointly provided by Barts Health NHS Trust and the council.

The council aims to achieve savings whilst benefiting service users. This will be achieved by reviewing care packages to ensure that they are meeting the needs of eligible service users in the most appropriate and cost effective way.

For example, we will review expensive residential and community care packages to help people to be more independent where appropriate and move to be closer to family and friends.

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 services.

The council will carry out reviews of care packages in close consultation with service users and their families or carers, to ensure eligible needs for support continue to be met, provide reassurance in relation to fears or disruption, and make sure the most vulnerable adults have a seamless experience in accessing specialist or targeted support.

#### IMPLICATIONS

**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. The saving to be generated is an estimate based on work to date in reviewing high cost care packages, but the final saving delivered will depend on the individual needs of service users and may therefore differ from the estimate.

#### 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 would reduce the overall financial envelope by meeting needs more efficiently. Eligible service users will still have their needs met.
Does the change reduce resources available to support vulnerable residents?	Yes	The financial envelope, but not the services that develop the required outcomes, in themselves. However it may impact on the times for reviews
Does the change involve direct Impact on front line services?	Yes	There will be better outcomes for some existing service users. Our guidance and availability of options will change for Service Users with special educational needs and learning disabilities coming from Children's Services. Work is ongoing to improve transition planning for these service users which will ensure there is a smooth transition to adulthood for service users and their families.

#### 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. Eligible service users would still have their needs met.

Does the change affect who provides the service, i.e. outside organisations?	Yes	There is a potential for some external organisations to be affected if service user needs indicate a change of provider is appropriate or where there is a move to a personal budget. Therefore outside organisations may find the number of service users varying, as review outcomes are implemented with service users.
Does the change involve local suppliers being affected?	Yes	There is a potential for some service users to have their services delivered by a different provider after review, if their needs have changed and/or they have moved to a personal budget. Therefore if a local supplier is concerned, they may find the number of service users varying, as review outcomes are implemented with service users choice.
Does the change affect the Third Sector?	Yes	There is a potential effect on the Third Sector, if the if a service users needs indicate a more appropriate service and/or service users move to a personal budget. The effect on the Third Sector will therefore vary according to review outcomes implemented with service users.
Does the change affect Assets?	No	
<b>CHANGES TO STAFFING</b>		
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**

Review of High Cost Learning Disability Care Packages

### **1b) Service area**

Learning Disability CLDS Service and Adults Social Care Service, Adults' Services Directorate

### **1c) Service manager**

Giuseppe Di Martino – Service Manager, Community Learning Disability Service  
Cath Scholefield, Interim Service Head - Adult Social Care

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

Nasim Patel, Strategy, Policy and Performance Officer,  
Policy, Programmes, and Community Insight Team (PPCI),  
Resources, Adults' and Children's Directorate,  
London Borough of Tower Hamlets

## Section 2: Information about changes to services

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

#### Summary of Proposal

The 2016/17 savings attached to this proposal amounts to £50,000. This is from a baseline budget of £18.544m.

It is suggested that the savings proposal will be achieved by reviewing existing care packages to determine whether they continue to meet the eligible needs of service users in the most person centred and cost effective way.

During 2014/2015, 658 service users with Learning Disability received social services support.

This proposal seeks to:

1. Negotiate reductions in provider costs whilst continuing to meet eligible needs;
2. Review the needs of service users in out -of -borough residential and nursing home placements, and consider whether these needs could be met in community settings, for example in supported living settings..

#### Detailed overview:

The council has legal duties to meet the needs of people who are eligible for social care support. The Tower Hamlets social care budgets are under significant pressure due to rising demand for services and high levels of complex needs, coupled with continued reductions in funding from central government.

As a result, it is crucial for the council to review care and support to ensure Tower Hamlets can continue to meet the needs of everyone eligible for social care, in the most cost effective way.

The Community Learning Disability Service is integrated with community health services, jointly funded by Barts Health NHS Trust and the council.

The council aims to achieve savings whilst benefiting service users. This will be achieved by reviewing care packages to ensure that they are meeting the needs of eligible service users in the most appropriate and cost effective way.

For example, we will review the support needs of people who have residential and community care packages and help them to become more independent, and where appropriate, to move to be closer to their family and friends.

Potential savings may also be made to the council through increased joint support from health workers in the NHS and from the voluntary and independent sector. 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 is unlikely to alter who is eligible for services.

The council will carry out reviews of care packages in close consultation with service users, their families and carers, to determine that eligible needs for support are met, to provide reassurance in relation to concerns or disruption, and to ensure that the most vulnerable adults have a seamless experience in accessing specialist or targeted support in line with the council's Adult Social Care Practice Framework and the Care Act. Since the publication of the outcome of the investigations at Winterbourne View, there is also a greater impetus to support people with challenging needs to live in the community as the first option, and to move away from institutional settings.

**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 affect some existing service users who receive a service from the Community Learning Disability Service. The aim is to achieve £50k savings for 2016/17, from a total budget of £18.544m budget. This is in addition to £225k savings delivered in 2014-15.



Currently there are approximately 658 people aged 18 years and over with a Learning Disability who are known to social care services in Tower Hamlets. The service users who are likely to be selected for review are those with care packages costing £100,000 per year and over, and possibly those with care packages costing over £50,000 a year.

It is expected that this will affect mostly adults living with Learning Disabilities in residential care, all of whom live out of borough, as the council does not have any Learning Disabilities residential care homes in Tower Hamlets. It may also include people living in the community with high cost care packages. Reviews of care packages will look at people's current support needs and wellbeing and decide whether the existing care package best meets the persons assessed needs and whether it offers value for money, without compromising the service users' quality of life. Any changes to the care package would be discussed and agreed with the person and their family/carers.

The Service has sought to achieve some savings by re-negotiating lower rates for personal care support provided by the council's preferred service providers, which also provide value for money and continue to meet the support needs of service users and their carers.

The council's Commissioning and Health service will be involved in supporting social care staff to find the best solution for the service user and to manage any potential transition without disruption to their support arrangements. This may include the development of in-borough supported living schemes as an alternative to out of borough residential placements. People will only move to alternative accommodation or a different care provider with their consent and that of their family or carer(s). If they lack capacity to make a judgement, then a decision would be made in their best interests. For some, this could mean a revision of their personal budgets to reflect the revised care package costs. The council will ensure that the needs of service users will continue to be met based on their eligible support needs under the Care Act 2014.

### **Feedback from Consultation Roadshows**

Feedback from Service Users from learning disability "Have your Say" group on 19<sup>th</sup> October 2015 about the proposal:

At the meeting the Interim Service Head for Adults Social Care and CLDS service manager explained to the Group that the aim of this proposal seeks to review high cost packages with a view to bringing clients back into Tower Hamlets from out of borough placements, if appropriate. The aim is to introduce clients to supported living placements on their own or shared accommodation with personalised support. This is to encourage an outcomes based placement which is to help people with LD to live independently. Service users were asked what they thought about the overall proposal, the positives and the risks, who would be

affected the most and what help might be needed if someone was to move out of residential care into the community. Their responses were:

- It can take a long time to live independently in the community;
- Living with more people is much more comfortable;
- Need time to develop the right skills , and require the right support from key workers;
- Need support with paying bills/tenancy related issues;
- Being clear whether family and friends can help or can ask for help from the Council when needed;
- The family is involved to make decisions;
- How will family and independent professionals help to scrutinise the quality of service received and whether it is value for money?
- We want to be independent and provided with the right support;
- Transport will need to be made easier;
- Maximise choice and help us be more involved in the decision making process;
- Although being independent is important it can be scary and lonely so important to live with friends and/or close to friends and family;
- Protect our safety in the community.

Feedback from Carers from the “Carers’ Forum” on 29<sup>th</sup> October 2015 about the proposal:

At the meeting the Service Manager for CLDS explained to the Carers that the aim of this proposal is to review high cost packages with a view to bringing clients back into Tower Hamlets from out of borough placements, if appropriate. The aim is to:

- Introduce clients to supported living placements on their own, or
- shared accommodation with personalised support. This is to encourage an outcomes based placement which is to help people with Learning Disabilities to live independently in the community.

The following support measures would be put in place:

- Support for financial management, to be able to pay bills for instance;
- Have an allocated key worker; and

- Move away from council-led support to person-centred support.

The carers said that this was not a new approach and supported the idea that people should be able to live independently. They did raise the issue that they did not think that the care packages surrounding the individuals were robust enough. For people with Learning Disabilities, one size doesn't fit all.

Suggested Action:

- There should be a family intervention focussed project which provides the right support according to need;
- Informal carers do not have the specialist qualifications such as an NVQ to deliver specialist care. Therefore, an educational programme for formal and informal carers for lifting and handling might be beneficial. Use 'YouTube' videos to demonstrate how to operate a hoist/ health and safety standards/what to do if need more help;
- Carers should have a carers assessment, and reflected in the Safeguarding process;
- When social workers review, amend, or change care packages, social workers must ensure that family and service users are involved throughout the decision-making process and help is provided to adjust to changes.

Feedback from Older People at Appian Court Consultation –Tuesday 3<sup>rd</sup> November 2015

- Questioned how much the Council will look at an individual's circumstances/choice when making these decisions;
- Need to carefully manage transition arrangements if moving back into the community;
- Need to make sure the family of the person with a learning disability (who are often quite elderly themselves) are properly supported as more responsibility may be put on them;
- Due to changes in circumstances of close family and friends support they provide may falter or become inconsistent...the worry is that this will disrupt the service an individual needs and make it difficult for the service user to maintain their quality of life and independent living;
- Think it's good that people are being brought back closer to their family where possible.

Feedback from Local Voices consultation on Friday 30<sup>th</sup> October 2015

- Consensus was that as long as each case is properly risk assessed than they think it is right that people are brought back into the community, closer to their friends and family, and in an environment that allows them to be more independent.

- Decisions should not be cost driven – the principal of least restrictive and most appropriate care for a person’s needs should be at the forefront of all decision making.
- Need to think about social isolation – make sure that appropriate support networks are in place if moving people back into the community.
- Need to make sure that the transition back into the community is managed properly.

### **Local data**

658 service users with Learning Disabilities (LD) received LD support during 2014/15.

*Gender* – A higher proportion of men are receive a service from CLDS at 57.1% (376 men) than women at 42.9% (282 women), and which is proportionate to the borough profile.

The overall borough population by mid –year 2014 population estimates show that the gender split is 52 per cent men and 48 per cent women. Men are therefore overrepresented.

*Age* - A higher proportion of service users are aged between 18-64 years at 91.5% (602 people). 8.5% (56 people) are aged 65+ and which is proportionate to the borough profile

The overall borough population by mid –year 2014 population estimates show that the almost half of all borough’s residents are aged 20-39 at 48 per cent, 9 per cent are aged 60 or over. The age profile of learning disability service users is therefore broadly the same as the borough profile.

*Ethnicity* - Majority of service users are:

- a) Bangladeshi ethnic background at 40.3% (265 service users);
- b) White British at 37.7% (248 service users)
- c) Caribbean ethnic background at 4.1% (27 service users)
- d) African ethnic background at 3.8% (25 service users)

*Table 1: Percentage of LD Clients by Ethnicity*

<b>Ethnicity</b>	<b>Total</b>	<b>Total</b>
Any other ethnic group	1.2%	8
Any other ethnic group: Chinese	0.8%	5
Asian or Asian British: Any other background	0.9%	6
Asian or Asian British: Bangladeshi	40.3%	265
Asian or Asian British: Indian	0.6%	4
Asian or Asian British: Pakistani	0.9%	6
Black or Black British: African	3.8%	25
Black or Black British: Any other background	2.0%	13
Black or Black British: Caribbean	4.1%	27
Mixed: Any other mixed background	0.8%	5
Mixed: White and Asian	0.8%	5
Mixed: White and black African	0.3%	2
Mixed: White and black Caribbean	1.4%	9
Undeclared / Not Known	1.1%	7
White: Any other background	2.1%	14
White: British	37.7%	248
White: Irish	1.4%	9
<b>Grand Total</b>	<b>100.0%</b>	<b>658</b>

The GLA estimates for 2011 show that 47 per cent of the borough's population are from BME backgrounds. Within in this, the largest ethnic group is the Bangladeshi population who make up 30 per cent of all residents. The data above is proportionate to the borough profile

*Religion and belief* - Majority of service users are:

- a) Muslim at 43.2% (284 service users)
- b) Christian 32.5% (214 service users).
- c) 'not stated' their religion or belief at 9.6% (63) or 'not declared' it 8.4% (55).

The GLA estimates for 2011 show that the largest faith groups are Christian (39%) and Muslim (36%). People of a Muslim faith and therefore slightly overrepresented in services.

*Marital status* - Majority of service users are single at 67.8% (446).

### Profile of service users' informal carers

We have some information about the informal carers of our LD service users. In total there are 369 carers who might be affected by the savings proposals. 195 carers are aged from 18-64 years; 43 carers are aged 65-74; and 25 are aged from 75-8 years.

*Table 2: Age of Informal Carers*

<b>Age groups</b>	<b>Totals</b>
10 - 15	1
18 - 64	195
65 - 74	43
75 - 84	25
85+	9
Undeclared/Not known	96
<b>Grand Total</b>	<b>369</b>

The majority of the informal carers are women, and women are therefore overrepresented compared to the borough profile. The table below shows 270 carers are women and 92 carers are men.

*Table 3: Gender of Informal Carers*

<b>Gender</b>	<b>Totals</b>
Female	270
Male	92
Undeclared/Not known	7
<b>Grand Total</b>	<b>369</b>

The majority of informal carers are from a Bangladeshi background (151) and White British (68). However, a high number of carers have not declared their ethnicity (107) and it is therefore difficult to form a judgement about over or underrepresentation.

Table 4: Ethnicity of informal carers

<b>Ethnicity</b>	<b>Totals</b>
Any other ethnic group: Chinese	2
Asian or Asian British: Any other background	2
Asian or Asian British: Bangladeshi	151
Asian or Asian British: Indian	3
Asian or Asian British: Pakistani	1
Black or Black British: African	12
Black or Black British: Any other background	1
Black or Black British: Caribbean	8
Undeclared/Not known	107
Mixed: Any other mixed background	2
Mixed: White and Asian	4
Mixed: White and black Caribbean	1
White: Any other background	4
White: British	68
White: Irish	3
<b>Grand Total</b>	<b>369</b>

Table 5 shows that the majority of carers (271) have not yet been assessed formally for a Carer's Assessment under the Care Act 2014.

Table 5: Number of Assessed Carers

<b>Carer Assessment</b>	<b>Totals</b>
Yes	98
No	271
<b>Grand Total</b>	<b>369</b>

### **Types of services received**

The table below shows the types of services that LD service users have received in the past year (2014/15). The majority received 'Day Services' at 52% (341 service users); Adults Homecare at 44% (289); Residential at 20% (132); and prevention and support services at 20% (132).

*Table 6: Overview of the types of services received by LD service users*

<b>Received Services (n.b. some service users receive more than one service)</b>	<b>Percentage</b>	<b>Total</b>
Adults Residential	20%	132
Adults Day Services	52%	341
Adults Prevention and Support Services	20%	132
Adults Cash Payments	19%	127
Adults Transport	0%	2
Adults Extra Care Sheltered Housing	3%	21
Adults Home Care	44%	289
Adults Meals	2%	14
Adults Adaptations and Equipment - Reviewable	1%	5
Adults Nursing	1%	4
Adults Community Support	0%	1
Adults Supported Living	3%	20

### **Approximate Cost of Current Care Packages**

The table below shows that 153 service users receive a high cost care package. The majority of care packages provided cost between the £100k threshold and £75-99K threshold for 78 service users. 75 service users care packages cost between the £50-74k cost threshold.

*Table 7: Cost of care packages*



Count of Person				
Primary Support Reason /Cost threshold of Care Packages	100k+	50-74K	75-99K	Total
Learning Disability Support	42	75	36	153

A further breakdown shows that a majority of service users with packages costing more than £50k per year are placed in either residential or nursing care homes

Table 8: HIGH COST (50k+) ANNUAL PACKAGES

PSR	People		Receiving				
	Count	%	Home Care	Residential or Nursing	Supported and Other	Day Care	Direct Payment
Learning Disability Support	153	66%	30	107	30	63	19

The majority of service users in receipt of high cost care packages are men (86/56%).

Table 8: Gender of service users in receipt of High Cost care packages: 50k and above

PSR	Learning Disability Support	
Gender	Count of Person ID	Count of Person ID2
Female	67	44%
Male	86	56%
Grand Total	153	100%

The majority of service users in receipt of high cost care packages are aged between 18-64 years (139/91%).

Table 9: Age of service users in receipt of High Cost care packages- 50k and above

PSR	Learning Disability Support	
Age Groups	Count of Person ID	Count of Person ID2
18 - 64	139	91%
65 - 74	11	7%

75 - 84	3	2%
Grand Total	153	100%

White British are the largest ethnic group in receipt of high cost care packages (77/50%); then Bangladeshi (40/26%).

*Table 11: Ethnicity of service users in receipt of High Cost care packages- 50k and above*

PSR	Learning Disability Support	
ASC RAP Ethnicity	Count of Person ID	Count of Person ID2
Any other ethnic group	1	1%
Asian or Asian British: Bangladeshi	40	26%
Asian or Asian British: Indian	1	1%
Asian or Asian British: Pakistani	1	1%
Black or Black British: African	7	5%
Black or Black British: Any other background	4	3%
Black or Black British: Caribbean	13	8%
Mixed: Any other mixed background	1	1%
Mixed: White and black Caribbean	3	2%
White: Any other background	2	1%
White: British	77	50%
White: Irish	3	2%
Grand Total	153	100%

The majority of service users are (124/81%) Christian (69/45%) or Muslim (40/26%).

### 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.

<b>Target Groups</b> What impact will the proposal have on specific groups of service users and staff?	<b>Impact – Positive or Adverse</b>	<b>Reason(s)</b> <ul style="list-style-type: none"> <li>• Please add a narrative to justify your claims around impacts and,</li> <li>• Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making</li> </ul>
Race	Possibly positive	Social Care data shows that 658 service users with Learning Disabilities received support during 2014-2015. The majority of service users are: <ol style="list-style-type: none"> <li>Bangladeshi ethnic background at 40.3% (265 service users);</li> <li>White British at 37.7% (248 service users)</li> <li>Caribbean ethnic background at 4.1% (27 service users)</li> <li>African ethnic background at 3.8% (25 service users).</li> </ol> The majority of service users receiving a high cost care package are <ul style="list-style-type: none"> <li>• White British (50%/77 service users)</li> <li>• Bangladeshi (26%/40 service users)</li> </ul> The biggest single group of service users are Bangladeshi. However a high proportion of service users who have a high cost care package are White British. This proposal may affect this particular ethnic group's support needs and quality of life if they have been institutionalised for a long period of time, and lack confidence or the ability to move into the community. The council will carry out reviews of care packages in

		<p>close consultation with service users and their families or carers, to ensure eligible needs for support continue to be met, provide reassurance in relation to concerns or disruption, and make sure the most vulnerable adults have a seamless experience in accessing specialist or targeted support.</p> <p>Furthermore, the positive impact of this proposal is to put the service user and their carers in control of their needs, to identify and support them to live independently and improve their well-being through more person centred, creative and flexible support. If a service user moves out of- a residential or nursing home placements and into community supported living accommodation, this should help them to become part of the local community. It is anticipated that this proposal will help service users maintain contact with their families and communities of choice, where previously this may have been more difficult due to long distance travel constraints. Any transition will be carefully assessed , and prepared for over an appropriate period of time and is dependent on a number of factors including developing the person's independent living skills, the availability of supported living accommodation in the community and supporting family or carers to manage their relatives changing circumstances.</p> <p>Any social care review /re-assessment will take into account cultural and language needs. Service provision will be reflective of the diverse range of needs such as providing culturally sensitive meals (Halal/Kosher etc) and translation/interpreting services. Feedback from the 'Have your Say Group' consultation was that it 'can take a long time to live independently'.</p>
Disability	Positive	<p>Due to the focus of the service, people with Learning Disabilities may be affected by the proposal. In 2014/15, the majority of service users received 'Day Services' at 52% (341 service users); Adults Homecare at 44% (289); Residential at 20% (132); and prevention and support services at 20% (132).</p> <p>153 service users receive a high cost care package, with the highest cost between£75-99K for 78 service users. 75 service users care packages cost between £50-74k and 42 service users are £100k and over.</p> <p>Within the high cost care packages, a high proportion of service users are in residential or nursing placements (107).</p>

		<p>The proposal aims to ensure that service users with learning disability who are able to live independently with support are able to do so, and may no longer need to be placed in residential placements outside the borough, away from family and friends. The impact should therefore be positive.</p> <p>During the review or re-assessment, options for community based living will be explored in association with each person and their family or carers which will also help to ensure that risk of distress and anxiety to service users is minimised and that they are effectively supported through the process,. Appropriate support will be provided in any new independent placement to ensure that the person is able to live independently and meet their desired outcomes. This could include training for travel, cooking, shopping, money management, the payment of bills etc. The service user's progress should be regularly reviewed and re-assessed in collaboration with social care professionals, and Third Sector groups to ensure that they are able to continue to live in the community safely.</p> <p>Carers may require a Carers Assessment in line with the 2014 Care Act</p> <p>CLDS Social workers have begun to apply the Adult Social Work Practice framework when re-assessing need. Where a service user and their carer agree to the transition from placement to community, the ability to adapt to the new arrangements should be monitored regularly and any risks such as safeguarding issues considered. The review should provide an outcomes-based support plan and ensure that no-one is inappropriately placed.</p> <p>The development of a local care market of services for people with LD might mean that a return to the Borough can be actively and confidently explored.</p>
Gender	Positive	<p>The data shows that there are a higher number of men in receipt of LD support (57.1% /376 men) than women (42.9%/ 282). 56% men (86 Service users out 153) are in receipt of high cost care packages compared to 44% women (67 service users). Any change to the service may have a greater impact on male service users.</p> <p>The proposal will ensure that male and female service users with a learning disability are able to live</p>

		<p>independently with support in the community. As noted above, the impact should therefore be positive.</p> <p>The majority of carers of LD clients are women (270) followed by men (92). Any change to the service may have a greater impact on female carers. The data also shows that out of 369 carers, 271 had not received a Carers Assessment. CLDS Social Workers may refer carers for a 'Carers Assessment' as part of the review process so that any care needs are carefully considered in line with the Care Act. The impact will therefore be positive.</p>
Gender Reassignment	Neutral	<p>Although data for this equality strand is not recorded for service users, the proposal is unlikely to have a disproportionate impact on this protected group. Any care needs should be considered carefully in line with the Care Act, with social care provided in a sensitive manner.</p> <p>The lack of comprehensive information on this issue is largely due to low levels of recording on systems. LGBT awareness training (including monitoring) is available for practitioners and will be promoted to staff to ensure more information is collected in future.</p>
Sexual Orientation	Neutral	<p>Data around sexuality is not recorded for the majority of service users. The proposal is unlikely to have a disproportionate impact on this protected group, as support needs will be assessed/reviewed based on the Care Act eligibility criteria</p> <p>The lack of comprehensive information on this issue is largely due to low levels of recording on systems. LGBT awareness training (including monitoring) is available for practitioners and will be promoted to staff to ensure more information is collected in future.</p>
Religion or Belief	Positive	<p>The largest group of service users are Muslim at 43.2% (284 service users) or Christian 32.5% (214 service users). For the cohort of 153 high cost care package users, the largest group of service users are Christian (69/45%) or Muslim (40/26%).</p> <p>A high proportion of carers (in numbers) are Muslim 133 followed by 52 Christian.</p>

		<p>Whilst the proposal may have a disproportionate impact on these groups, this is likely to be positive. Any changes to care packages to more independence focussed support are likely to better enable service users to observe and practice their faith i.e. prayer times/ religious days etc. A move out of residential into the community should explore where service users can be near their preferred place of worship/ or butchers for Halal or Kosher food, for instance, as part of the approach to offer person-centred care.</p>
Age	Positive	<p>A high proportion of service users are young adults who are aged between 18-64 years at 91.5% (602 people). 65+ represent 8.5% (56 people) of service users. The majority of service users in receipt of high cost care packages are aged between 18-64 years (139/91%) out of 153. Any change to the service may therefore have a disproportionate effect on service users of working age.</p> <p>We have some information about the informal carers of our LD service users. In total there are 369 carers who might be affected by the savings proposals. 195 carers are aged from 18-64 years, 43 carers are aged 65-74; and 25 are aged from 75-84 years. Any change to the service may therefore have a disproportionate effect on carers of working age.</p> <p>The proposal will enable service users to live more independently where they are able to do so and better support their informal carers. Therefore, the proposal is likely to have a positive impact on all service users and their carers.</p> <p>The data suggests that a majority of carers 271 out of 369 have not yet been assessed formally for a Carer's Assessment. A number of carers may benefit from this.</p> <p>Any re-assessments (reviews) will need to take into account the service users' and their informal carers' support needs to live safely at home with minimal risk. Any changes to care packages will need to be managed through a series of risk assessments (i.e. OT assessments/Carers assessments) This will need to be carefully discussed with service users, carers, and other social care and health professionals in line with the Care Act and the new Adult Practice framework.</p>

Socio-economic	Positive	Data regarding income is not recorded. However most LD service users are reliant on the Government and their families for financial support. A review of each person's welfare benefits entitlements should be conducted as part of the review/re-assessment as part of the council's income maximisation agenda. For example, any move into supported living accommodation should assess how the service user will pay bills such as ground rent and service charge bills. Subject to this, any impact whilst disproportionately affecting low income groups is likely to be positive, as observed for other protected groups above.
Marriage and Civil Partnerships.	Neutral	<p>A high proportion of service users are single at 67.8% (446). The majority of service users in receipt of high cost care packages are single at 81% (124). Any change to the service may therefore have a disproportionate effect on single service users.</p> <p>A high proportion of carers are married at 166, however 161 carers did not state their status.</p> <p>Whilst the proposal may have a disproportionate impact on 'single' service users or 'married' carers, this is likely to be positive as it will enable service users to enjoy greater independence and carers to be better supported.</p>
Pregnancy and Maternity	Neutral	Although information is not recorded for this protected characteristic, it is expected that there will be no adverse impact on this protected group, as support needs of expectant mothers will be assessed within the Care Act eligibility criteria and the Adults and Children's Practice Framework.
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	Please describe the actions that will be taken to mitigate this impact

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.

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.

- It is recommended that social care managers monitor/audit the number of care packages that are reviewed to ensure service users' needs are in line with the Adults Social Work Practice framework.
- It is recommended that social workers monitor changes to care packages for 6 months to gauge service user satisfaction levels with the process and service
- The Carers Forum suggested that there it is a good idea to help LD service users live independently in the community. This will reduce social isolation. Concerns raised at Apian Court consultation cautioned the council to carefully manage the transition arrangements of moving back into the community, and to make sure that the carers are properly supported as more responsibility may be put on them. They also suggesting carrying out an audit of adapted homes that are not fully utilised for people with disability and develop an 'Adapted Homes Housing Register'.

<b>TITLE:</b>	<b>Charging for community Social Care services</b>							
<b>DIR:</b>	Adult Services							
<b>SERVICE:</b>	Adults					REF: ADU006		
<b>TEAM:</b>	Adult Social Care					LEAD OFFICER: Luke Addams		
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
Introducing charging for community based services	£ 73,504	£ 540	£ 540	£ -	£ 1,080	Yes		Yes
FTE Reductions		0	0	0	0			

#### DETAILS OF SAVINGS OPPORTUNITY

The council has legal duties to meet the needs of people who are eligible for social care support. In Tower Hamlets, our social care budgets are under significant pressure due to rising demand for services and high levels of complex needs, coupled with continued reductions in funding from central government.

We are considering the introduction of a charging policy so that people who can afford to pay are charged for services that are currently provided free of charge. This would be in line with most other councils in England who introduced charging some time ago. Nationally, social care and support services have never been universally free at the point of use.

The new policy would enable us to save money now and particularly in the future as the need for social care services is predicted to rise significantly, whilst ensuring that services continue to be provided and that appropriate financial support is available for those who need it.

This change would also ensure that our charging policy is more equitable towards those receiving services who currently contribute towards the cost, since those receiving some other services do not.

The following services are currently charged for:

- Residential and nursing care
- Residential respite care
- The personal care provided to tenants in Extra Care Sheltered Housing
- Telecare services to tenants of sheltered housing and Extra Care Sheltered Housing
- Delivered meals (meals on wheels)
- Meals and refreshments in council run day centres, for which a flat rate is charged.

The following services, where the council has discretion to charge, are not currently charged for:

- Home care
- Day care services
- Employment support services
- Telecare outside of sheltered and Extra Care Sheltered Housing
- Other community based support services

If this proposal is agreed, the council would conduct a full review and public consultation before determining which community services would be charged for in future.

Charging would be based on ability to pay following an assessment of a person's disposable income after reasonable living costs- a 'means test'. This involves assessing income and capital to determine whether a service user is able to contribute, after a 'minimum income guarantee' which is set by the Government but may be increased as any local policy. As part of any consultation on a new charging policy, the council would explore means- test thresholds and minimum income guarantees to ensure that they are set at a fair and appropriate level.

Based on numbers currently being charged in extra care sheltered accommodation, we estimate that this would affect up to a maximum of 1,400 out of 2,700 users of community based services, who would be required to pay a contribution to the cost of their care. The actual number would depend on the policy adopted by the Council. Based on the average contribution of clients being charged support in extra care housing, the average weekly contribution would be £33. Based on these assumptions, the additional income generated would be a maximum of £2.4m, but considering the picture in other similar boroughs, £1.2m is considered a more realistic estimate. Additional resources of £120k per annum would be required to carry out financial assessments of service users' ability to pay.

**DETAILS OF SAVINGS OPPORTUNITY CONTINUED**

The net saving is therefore £1.080 million. This is in line with the additional income that has been raised in other boroughs introducing similar charging policies- Hackney for example raise between £1m and £1.5m income. We estimate that the policy could be introduced from the second half of 2016-17.

If the council proceeds with charging for community services, this would be introduced alongside a proactive approach to support service users with high quality financial advice, so they can maximise their income- for example through benefits and other sources of support- to help meet the costs of care.

Following the budget consultation, if there is a decision to implement a charging policy, we will consult in more detail with service users to ensure that any impacts are understood and mitigated against.

**IMPLICATIONS TO CONSIDER**  
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT

Since this is a change to the current policy on charging a public consultation will be required if it is decided to progress this proposal, to inform any final policy. The savings figure suggested in this proforma is an estimate based on the assumption that a similar charging policy to that already in place for residential care would be applied to community based services. The actual income generated will depend on the final policy that is adopted, and may vary from the estimate in this proposal.

**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	The change will bring c£1m extra revenue in client contributions. A policy will need to be adopted, which will aim to ensure the fairness of charging and ensure that ability to pay is considered. An equalities assessments will be required to inform whether the policy is adopted.
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**

Charging for community social care services

**1b) Service area**

Adult Social Care

**1c) Service manager**

Luke Addams as the Interim Director for Adults Social Care

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

Jebin Syeda, Strategy Policy and Performance Officer / Joanne Starkie, Community Engagement Quality and Policy Manager

## Section 2: Information about changes to services

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

The council has legal duties to meet the needs of people who are eligible for social care support. This proposal to charge aims to support the sustainability of services and managing resources in as fair and equitable way as possible.

In Tower Hamlets, our social care budgets are under significant pressure due to rising demand for services and high levels of complex needs, coupled with continued reductions in funding from central government. We are considering the introduction of a charging policy so that people who can afford to pay are charged for services that are currently provided free of charge. This would be in line with most other Councils in England who introduced charging some time ago. The new policy will enable us to generate income to contribute towards meeting the needs of vulnerable people in the community, particularly in the future as the need for social care services is predicted to rise significantly, whilst ensuring that services continue to be provided and that appropriate financial protection is available for those who need it and maximises people's personal income through benefits maximisation which fits with the Council's wider Welfare Reform agenda.

The following services are currently charged for:

- Residential and nursing care
- Residential respite care (with the exception of respite for learning disability service users, which is not currently charged for)
- The personal care provided to tenants in Extra Care Sheltered Housing
- Telecare services to tenants of sheltered housing and Extra Care Sheltered Housing
- Delivered meals (meals on wheels)
- Meals and refreshments in council run day centres, for which a flat rate is charged.

The following services, where the council has discretion to charge, are not currently charged for:

- Home care
- Day care services
- Employment support services
- Telecare outside of Sheltered and Extra Care Sheltered Housing
- Other community based support services, including preventative and "universal" services

Charging would be based on ability to pay following an assessment of clients' disposable income. We do not currently hold financial assessment information on social care users unless they receive residential care where a financial assessment would need to be undertaken to determine contribution in line with the 2014 Care Act statutory and legal framework<sup>1</sup>.

If we were to apply the residential care charging framework to users of community based services<sup>2</sup>, we estimated that this would affect 500 users, who would be required to pay a contribution to the cost of their care and an average weekly contribution would be £46.15.

As a result of further work to model the possible impact of a new charging scheme, it is estimated that the number likely to be affected is higher than originally thought. We anticipate that up to 1,400 people may be affected by this policy. Based on the average contribution of clients being charged support in extra care housing, the average weekly contribution would be lower than when first assessed at £33. This is an estimate and the final number will depend on the policy adopted and the actual income and capital of service users. If it is decided to proceed with this opportunity, we will develop a number of options and carry out further work to establish the impact of each option. These will be consulted on as part of the process before a charging policy is adopted by the Council.

It is also important to note that applying the residential care charging framework to community based services is just one of the possible options that will be considered: This proposal is about the principle of charging for community-based services, and the actual framework and thresholds to be applied will be proposed more fully at a later date.

Based on these assumptions, the additional income generated would be a maximum of £2.4m, but considering the picture in other similar boroughs, £1.2m is still considered a more realistic estimate. Additional resources of £120k per annum would be required to carry out financial assessments of service users' ability to pay.

The net saving is therefore £1.080 million. This is in line with the additional income that has been raised in other boroughs introducing similar charging policies- Hackney for example raise between £1m and £1.5m income. We estimate that the policy could be introduced from the second half of 2016-17.

Our aim is to support and promote strong communities so that people can live their lives as independently and safely as possible. Our approach is to promote independence and choice, to be fair and equitable and give service users more power and control over their lives.

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<sup>1</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/366104/43380\\_23902777\\_Care\\_Act\\_Book.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/366104/43380_23902777_Care_Act_Book.pdf)

<sup>2</sup> This is broadly based on a threshold of £23,250.00

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

**Evidence to assess the equalities implications** It is difficult to model the cash flow implications or impact on the current users of social care, of any changes to the charging framework because to a large extent many of our services are provided free of charge. We have not had the requirement to compile financial assessments and therefore do not have any information on the level of assets or the income of these individuals. If a charging framework is put in place and we have completed financial assessments for individuals, we will be better placed to assess what the implications are and will undertake further work to consider the impact. We can use this information to review the protection of assets thresholds.

We can draw on wider research about income of local people. There is some research which gives us income levels; however there is lack of data on the asset levels of the local population. We will take a much more rounded view and consider income as well as assets of individuals through our financial assessments.

### The profile of adult social care users<sup>3</sup>

- The biggest single group of adult social care users are “White British” at 44%. This is followed by “Asian Bangladeshi” at 24%, Black African at 6% and Black Caribbean at 5%.
- The biggest single religious group of adult social care users are “Christian” at 38%. This is followed by “Muslim” at 29%.
- The majority of adult social care users are over 65 years old (58%).
- The majority of adult social care users are female (55%). 42% are male. Very little information is available on transgender service users.
- By the nature of the services being provided, it can be assumed that the vast majority of adult social care users have a disability/long term conditions.
- 29% of adult social care users are single, making this the biggest single group in terms of marital status. 22% are widowed.

### Income in Tower Hamlets<sup>4, 5</sup>:

<sup>3</sup> November 2015 figures. This includes those in residential care and those in receipt of community based support who meet the national eligibility threshold. Figures do not include those accessing commissioned universal or preventative support services.

<sup>4</sup> SMAH – draft

<sup>5</sup> Tower Hamlets Council Corporate Briefings

[http://towernet/document\\_library/corporate\\_research/RB2013\\_12\\_PopulationkeyfactsTowerHamlets](http://towernet/document_library/corporate_research/RB2013_12_PopulationkeyfactsTowerHamlets)

The median annual household income in Tower Hamlets in 2013 was £30,805. Compared to the other Olympic boroughs, the household income in Tower Hamlets is comparably higher. The lowest household income (median) in London is concentrated in the East London Boroughs Barking & Dagenham (£25,833), Newham (£26,364) and Hackney (£28,293).

The median household income by ward ranges from £25,397 per year in St Dunstan's and Stepney Green to £47,426 per week in St Katherine's and Wapping<sup>6</sup>

Data from the Housing Needs Survey 2014 demonstrates how income varies by ethnic groups and age: Residents of a White British ethnic background are more likely to have high (£60,000+) levels of income whilst the lowest levels of income (under £15,000) are found in the Black and Asian ethnic groups. However 'All Older' households have the lowest levels of incomes across groups with almost 70% having incomes of less than £10,000.

#### Assets in Tower Hamlets

40% of houses in Tower Hamlets are socially rented, a third (33%) are privately rented and 27% are owner-occupied<sup>7</sup>. The borough has high rental figures compared to the rest of the UK.

As previously noted, there is lack of data on the asset levels of local population. However, research indicates that over 50% of 'All Older' households own their home either outright or on a mortgage. Over 40% are renting in the social sector while only c.2% rent in the Private Rented Sector. Given that income levels for older people are low but home ownership rates are relatively high, many of this group can be described as 'equity rich but cash poor'. Income and assets will need to be explored in greater detail as part of any future development of a full policy.

#### Cost and use of services

Residential / nursing care and home care represent the two biggest areas of expenditure in adult social care. The former accounted for approximately 30% of expenditure in 2014/15 whilst the latter accounted for approximately 18%. Day care accounted for approximately 9% of expenditure, representing the third biggest area of spend on support services.

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<sup>6</sup> July 2015 JSNA Summary Document

<sup>7</sup> 2011 Census



### Service users who receive free community-based support services

- Homecare: 2438 adult social care users received home care in 2014-15. In line with the profile of all adult social care users, the biggest groups are: Older (68.5% aged 65 or over), female (59%), White British (43.5%) followed by Asian Bangladeshi (27%) and Christian (38%) followed by Muslim (31%). 25% are widowed. By the nature of the service, it can be assumed that the vast majority have a disability/long term condition. Of these, 12% have a learning disability and 5.5% have mental health issues.
- Day care: 772 adult social care users used day care services in 2014-15. The profile is different to the overall profile of adult social care users in terms of age, ethnicity and religion or belief. The biggest groups are: Younger (58% aged 18 to 64), female (53%), Asian Bangladeshi (38%) followed by White British (33%) and Muslim (41%) followed by Christian (36%). 40% are single. By the nature of the service, it can be assumed that the vast majority have a disability/long term condition. Of these, there is a higher prevalence of adults with a learning disability (44%) or mental health issue (10%).
- Other free community-based support services: There are a range of other community-based support services. These include information and advice, LinkAge Plus Centres for older people and support to adults with a disability to find employment. Some of these services are provided directly by the local authority, whilst others are commissioned. The “profile” of users will vary from service to service. However, by the nature of the support being provided, it can be assumed that the majority have a disability/long term condition.

### Service users who make some financial contribution towards the cost of their care

The biggest service area where adult social care users are making some contribution towards the cost of care is residential care. Of this cohort, the majority are older (306 are aged 65 or over), male (265), White British (316) followed by Asian Bangladeshi (38) and Christian (254) followed by Muslim (47). By the nature of the service, it can be assumed that the vast majority have a disability/long term condition.

### Service users who pay the full cost of residential care

23 adult social care users were paying the full cost of residential care as at March 2015. 19 are aged 65 years or over, whilst the ages of four more had not been recorded. 15 were female and four were male. Eight were of a “Christian” religion or belief, though the religion or belief of 14 others had not been recorded.

### The most expensive social care packages

We currently have 61 service users with care packages between £100,340 and £201,594 per year each, in both residential and community settings (our most expensive care packages are spread evenly across a range of services). Of these:

- 51 are aged 18 to 64 years old – this is younger than the average “profile” of an adult social care user
- 38 are male – this is different to the average “profile” of an adult social care user
- 30 are Christian and 17 are Muslim. This broadly follows the profile of all adult social care users.
- 28 are of a “White British” ethnic background and 18 are of a “Bangladeshi” ethnic background. This broadly follows the profile of all adult social care users.

We do not have the information on the income and asset levels of the people who are receiving the most expensive community-based packages therefore it is not possible to say what the impact would be and which community groups would be impacted on if a threshold for contribution was applied.

#### The ability of adult social care users to deal with financial matters

In response to the question “do you usually deal with finances and paperwork by yourself?”, 58% of adult social care users report not being able to do this<sup>8</sup>. 20.5% say they can do this with help, and the remaining 21.5% say they can do this easily by themselves. The proportion of people reporting being unable to deal with finance and paperwork drops to 55% for homecare users, but rises significantly for respondents using day care, respondents with a learning disability and respondents of a Bangladeshi ethnic background (71.5%, 77% and 78% respectively). Collectively, this suggests that the majority of adult social care users would need advice and support in order to make and manage a financial contribution towards the cost of their care.

#### Resident feedback on charging for adult social care

Feedback from residents, adult social care users and carers has been mixed<sup>9</sup>: A number of people feel that this proposal is a positive move which will be fairer by ensuring that those who can afford to pay, do so. Respondents suggest that the income this generates could be positive for adult social care services given the savings that have to be made. Most respondents were keen to stress that those on low incomes should not have their income lowered further, and a few felt that services should be free to all.

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<sup>8</sup> February 2015, Annual Adult Social Care Survey in Tower Hamlets. Sent to approximately 3,500 service users with an average response rate of approximately 30%

<sup>9</sup> Online feedback, meeting with Local Voices October 2015, meeting with “Have Your Say” October 2015, meeting with Carer Forum October 2015 and meeting with older people at Appian Court October 2015. 59 meeting attendees in total.

The specific concerns that were raised through consultation were as follows:

- A concern that those in need of help may be “put off” from approaching adult social care for fear that they will have to pay. Clear and careful communication could help mitigate against this risk.
- A concern that those receiving help may feel like they have to reduce the support they receive or not accept further help in order to protect their assets or savings. Clear and careful communication could help mitigate against this risk.
- A concern that the most vulnerable may have difficulties in budgeting. Support would need to be considered in respect to this.
- A concern that the most vulnerable may not be assertive enough to appeal against financial decisions they disagree with. Support would need to be considered in respect to this.

#### Equality Impact Assessment – Approach

This proposal introduces the principle of charging for community-based services. This Equality Impact Assessment focuses on home care and day care as the two most commonly used community-based support services. More detail is in the next section.

### 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.

<b>Target Groups</b> What impact will the proposal have on specific groups of service users and staff?	<b>Impact – Positive or Adverse</b>	<b>Reason(s)</b> <ul style="list-style-type: none"> <li>• Please add a narrative to justify your claims around impacts and,</li> <li>• Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making</li> </ul>
Race	Possibly Adverse	The principle of charging for community-based support services may have a disproportionate impact on White British service users (homecare) and Bangladeshi service users (day care) as the biggest single users of each service.  A proportion of these groups may have less income or less in assets if the principle of charging is introduced. However, the actual number of people affected will depend on the threshold and charging framework that is developed and agreed. The potential impact can be minimised by ensuring that only those who can afford to pay, do so.

Disability	Possibly Adverse	<p>The principle of charging for community-based support services may have a disproportionate impact on residents with a disability due to the nature of the services being provided. Whilst adult social care users with a physical disability make up the majority of service users in home care and day care, it should be noted that proportionately more service users with a mental health issue or learning disability use day care as opposed to home care.</p> <p>A proportion of adult social care users may have less income or less in assets if the principle of charging is introduced. However, the actual number of people affected will depend on the threshold and charging framework that is developed and agreed. The potential impact can be minimised by ensuring that only those who can afford to pay, do so.</p> <p>It should also be noted that people with a learning disability are not currently charged for respite care whereas other adults with a learning disability are: Any change in this area may have an impact on adults with a learning disability and their carers.</p> <p>Feedback arising from consultation on this proposal highlights the need to ensure that vulnerable people are not “put off” from seeking help or requesting further support for fear of losing income. Clear and careful communication can help mitigate against this risk. The introduction of a charging framework is likely to result in financial assessments and administration structures. Feedback from service users also makes it clear that the majority of service users need support to manage finance and paperwork. Support in this area will help alleviate the risk of stress or financial difficulty arising from financial mismanagement.</p>
Gender	Possibly Adverse	<p>The principle of charging for community-based support services may have a disproportionate impact on women as the biggest single users of home care and day care.</p> <p>A proportion of women may have less income or less in assets if the principle of charging is introduced. However, the actual number of people affected will depend on the threshold and charging framework that is developed and agreed. The potential impact can be minimised by ensuring that only those who can afford to pay, do so.</p>

Gender Reassignment	Neutral	<p>Inconclusive impact: We do not hold enough information on this group to be able to make a judgement. However, there is nothing from the detail of the proposal that suggests a disproportionately negative impact on transgender men and women.</p> <p>The lack of comprehensive information on this issue is largely due to low levels of recording on systems. LGBT awareness training (including monitoring) is available for practitioners and will be promoted to staff to ensure more information is collected in future.</p>
Sexual Orientation	Neutral	<p>Inconclusive impact: We do not hold enough information on this group to be able to make a judgement. However, there is nothing from the detail of the proposal that suggests a disproportionately negative impact on lesbian, gay or bisexual residents.</p> <p>The lack of comprehensive information on this issue is largely due to low levels of recording on systems. LGBT awareness training (including monitoring) is available for practitioners and will be promoted to staff to ensure more information is collected in future.</p>
Religion or Belief	Possibly Adverse	<p>The principle of charging for community-based support services may have a disproportionate impact on Christian service users (homecare) and Muslim service users (day care) as the biggest single users of each service.</p> <p>A proportion of these groups may have less income or less in assets if the principle of charging is introduced. However, the actual number of people affected will depend on the threshold and charging framework that is developed and agreed. The potential impact can be minimised by ensuring that only those who can afford to pay, do so.</p>
Age	Possibly Adverse	<p>The principle of charging for community-based support services may have a disproportionate impact on older service users aged 65 or over (homecare) and adults aged 18 to 64 years old (day care) as the biggest single users of each service.</p> <p>A proportion of these groups may have less income or less in assets if the principle of charging is introduced. However, the actual number of people affected will depend on the threshold and charging framework that is developed and agreed. The potential impact can be minimised by ensuring that only those who can afford to</p>

		pay, do so. It should be noted that research indicates that older people are more likely to be “equity rich, but cash poor”.
Socio-economic	Possibly Positive	The principle of charging for community-based support services could actively benefit those on low incomes because of the income maximisation through the financial assessment process. However, a full judgement cannot be made until details of the charging framework are proposed: A high threshold, for example, will not affect people on low incomes as they will not be charged. A more details Equality Analysis will be carried out when the details of the Charging Framework are developed.
Marriage and Civil Partnerships.	Possibly Adverse	<p>The principle of charging for community-based support services could actively benefit this group because of the income maximisation through the financial assessment process.</p> <p>A proportion of these groups may have less income or less in assets if the principle of charging is introduced. However, the actual number of people affected will depend on the threshold and charging framework that is developed and agreed. The potential impact can be minimised by ensuring that only those who can afford to pay, do so.</p>
Pregnancy and Maternity	Neutral	Inconclusive impact: We do not hold enough information on this group to be able to make a judgement. However, there is nothing from the detail of the proposal that suggests a disproportionately negative impact on residents who are pregnant or on maternity leave. Furthermore, the age profile of home care users suggests the majority of users of this group are not pregnant or on maternity leave.
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
<p><b>Income and asset levels</b></p> <p>The asset levels of a number of adult social care users in need of community-based support services may go up or down if charging is introduced.</p>	<p>Further consultation and analysis will be carried out on what the Charging Framework will look like. This consultation and analysis can ensure that only those who can afford to pay do so. Whilst this group may experience a reduction in disposable income, this reduction will be affordable.</p>
<p><b>Seeking help</b></p> <p>Adults with a disability or long term condition may be reluctant to ask for help for fear of losing assets or income.</p>	<p>Clear and effective communication on the Charging Framework when it is developed will need to provide reassurance and ensure current and future service users understand how charging works.</p>
<p><b>Managing finances</b></p> <p>Service users may have difficulties in engaging in the financial assessment process</p>	<p>Information and paperwork related to the Charging Framework will need to be clear and easy to understand. Support to complete this will be developed in tandem with the Charging Framework in addition to having the option to be signposted to independent financial advice.</p>

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.

Six months after implementation.

<b>OPP TITLE:</b>	<b>Sharing Services with NHS Partners</b>							
<b>DIR:</b>	<b>Adult Services</b>					<b>REF: ADU007</b>		
<b>SERVICE:</b>	<b>Commissioning and Health</b>					<b>LEAD OFFICER: Karen Sugars</b>		
<b>TEAM:</b>						<b>THEMES:</b>		
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
	£ 8,540	£ 800	£ -	£ -	£ 800		No	Yes
FTE Reductions	174	8	0	0	0			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
<p>The council is committed to integrating services better with the NHS, to make services more joined up for people who use them, and ensure value for money. The council is due to undertake a commissioning review alongside the NHS in the next 6 months. This proposal estimates savings can be achieved as part of the review through reducing duplication by setting joint outcomes and commissioning services together, as well as sharing posts with the NHS.</p> <p>The council currently spends £8.540m on staffing across a range of functions identified within the scope of the commissioning review. These are:</p> <ul style="list-style-type: none"> <li>• Access to Resources Team who broker support packages for vulnerable people and monitor contracts (£1,082,231)</li> <li>• Commissioning strategy (senior management costs £791,578)</li> <li>• Strategic commissioning of homecare, day care, residential and preventive services (£474,761)</li> <li>• Vulnerable Adults Commissioning for floating tenancy support and accommodation options (£662,820) and Public Health (£2,356,696)</li> </ul> <p>At this stage the level of saving is yet to be determined, but we estimate that a saving of £800k should be achievable as follows:</p> <ul style="list-style-type: none"> <li>• Joint commissioning activities and shared posts to reduce our commissioning staff cost</li> <li>• Review the senior staffing structure to integrate commissioning across social care and the CCG under one post to further the integration agenda whilst achieving a saving in senior management posts</li> <li>• Recommission specific integrated service models with the CCG in relation to: <ul style="list-style-type: none"> <li>o Mental Health Area Teams (staffing costs of £1,915,086)</li> <li>o Learning Disability (staffing costs of £887,608)</li> <li>o Sensory Sight and Hearing Service (£368,815)</li> </ul> </li> </ul> <p>The overall saving is approximately 7% of total staffing costs in affected service areas.</p> <p>The reduction in staffing will be achieved through vacancy deletion or support for any remaining staff to gain on-going employment with the council through the redeployment process.</p>								
<b>IMPLICATIONS</b>								
<b>including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT</b>								
This savings proposal is an estimate as set out above. The actual level of savings generated will depend on the outcome of activity to identify and implement shared services.								
<b>EQUALITIES SCREENING</b>								
	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
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	Depending on the outcome of the review, the service and support provided through the sensory sight and hearing team could be integrated with other long term social care provision or NHS services. Eligible service users will continue to receive support, but this may not be from a separate specialist team.						
<b>CHANGES TO A SERVICE</b>								
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 seeking better integrated arrangements there is potential to negotiate who delivers these functions, but this is to be determined
Does the change involve local suppliers being affected?	Yes	Our partnership arrangements with East London Foundation Trust (Mental Health) and Barts Health (Learning Disability) will need to be redefined and a new arrangement will need to be negotiated for sight and hearing
Does the change affect the Third Sector?	No	
Does the change affect Assets?	No	
<b>CHANGES TO STAFFING</b>		
Does the change involve a reduction in staff?	Yes	The proposal seeks to potentially reduce the relevant staffing establishment by up to 8FTE, some of whom are front line. The aim is to secure this via any current vacancies
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**

Sharing services with NHS partners

**1b) Service area**

Adult Services, Commissioning and Health

**1c) Service manager**

Karen Sugars – Lead Officer  
Cath Scholefield – Head of Adult Social Care

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

Jamal Uddin, Strategy Policy & Performance Officer

## Section 2: Information about changes to services

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

This is a high level proposal and outlines potential savings of £800,000 as part of a Commissioning Review. In Tower Hamlets, we currently spend £8,540m on staff across a range of functions identified within the scope of the commissioning review and these are: Access to Resources Team who broker support packages for vulnerable people and monitor contracts (£1,082,231); Commissioning Strategy (senior management costs £791,578); Strategic Commissioning of Home Care, Day Care, Residential and preventative services (£474,761); Vulnerable Adults Commissioning for floating tenancy support and accommodation options (£662,820) and Public Health (£2,356,696)

This proposal will consider further integrated opportunities within the Local Authority and commissioning functions by way of a review of joint commissioning arrangements and activity namely with Public Health and Tower Hamlets Clinical Commissioning Group (CCG) to:

- Reduce duplication and achieve better value for money through setting joint outcomes and commissioning services together with NHS partners. It is proposed that £400,000 can be saved using this approach.
- Review staffing resources to identify opportunities for joint posts with NHS partners. It is proposed that £250,000 can be saved using this approach.
- Re-commission the Sensory Sight and Hearing Service (£368,815) as an integrated service model with Adults Social Care and CCG. It is proposed that £150,000 can be saved using this approach.

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

This proposal will consider further integrated opportunities within the Local Authority and commissioning functions by way of a review of current commissioning arrangements and activities. It is not intended to cut services but rather to redesign more effective pathways as part of a wider integration of services.

The proposal will include reviewing of contracts to identify duplication and enhance joint contracting arrangements with Public

Health and Tower Hamlets CCG in order to achieve longer term efficiency. Any new contractual arrangements should not result in any loss of quality for service users. It is likely that this proposal will help strengthen contract monitoring between Local Authority and commissioned functions as provision will need to be in compliance with jointly agreed quality standards. Social care and health provision has been a matter of media scrutiny due to poor standards of care and abuse nationally. The new integrated models of care will offer levels of staff training, supervision and safeguarding in accordance with Care Act 2014 and commitment to good practice for both working conditions and customer care. This will be accomplished by investing the collective funds in a more outcome focused way for service users and negotiating better value for money through contractual arrangements.

It is likely that joint posts will be realised as a result of joint commissioning arrangements across senior management structures of the Local Authority including Public Health and Tower Hamlets CCG. This will improve co-ordinated commissioning activity across health and social care provision as part of the wider integration agenda.

There is further opportunity to mainstream the service and support provided through the Sight and Hearing service, which provide specialist help to adults who are deaf, blind, who has a hearing, and visual or dual sensory loss. Because of the nature of the service, any changes will impact mainly on disabled people. In 2014/15, 262 adults contacted this service of which 52% were 65 years or over. Any changes to this service, are likely to disproportionately affect older people in Tower Hamlets. However, this proposal will not alter who is eligible for services and all service users will continue to receive services based on needs assessment as set out in the Adult Social Care Practice Framework which reflects requirements of the Care Act. Depending on the outcome of the commissioning review, further consultation with Sight and Hearing Service users will be planned to ensure service continues to meet the needs of the user. It is likely that in the longer term the wide range of services provided by this team (i.e. social care work, general information and guidance, vision rehabilitation and equipment training) will be better coordinated to the needs of the service user as a direct result of the Local Authority and NHS partners working better together to offer person centred care. The impact will therefore be positive.

Service users will continue to have the option to take a cash personal budget to meet their care needs and will be supported to make these decisions to ensure they are able to maintain their independence.

This proposal was discussed at the meeting with older people on 3<sup>rd</sup> November 2015. Attendees were keen to see better working between NHS and Social Care services. There are good examples of integrated care in the community and some felt that if by more joined up services meant better services then on the whole then people support the idea. However, there were concerns that

in the short term there is a huge cost associated to change and it disrupts service for service users.

Further consultation will be carried out on this proposal as it moves forward, including specific focus groups with users of the Sight and Hearing service.

### **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.

<b>Target Groups</b> What impact will the proposal have on specific groups of service users and staff?	<b>Impact – Positive or Adverse</b>	<b>Reason(s)</b> <ul style="list-style-type: none"> <li>• Please add a narrative to justify your claims around impacts and,</li> <li>• Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making</li> </ul>
Race	Positive	<p>The parts of this proposal relating to support for commissioning functions are unlikely to have any direct impact on service users.</p> <p>The largest group of Sight and Hearing Service users who contacted the team in 2014/15 are white (48%). This is an over-representation of 2011 census data which shows the white population of the borough is 34%, which is likely to be due to the age profile of older residents: The majority (58%) of adult social care users are aged 65 or over, and there is a higher proportion of “white” residents in this age group (for example, 33% of the White British population are aged 60 or over). Any proposal that affects this service will therefore have a disproportionate effect on white residents. However as the proposal is to achieve savings by integrating the service with the NHS, so that more care can be delivered from the same point, the impact of the proposal is likely to be positive. The proposal will not affect eligibility for services as support needs will continue to be met based on the Care Act eligibility criteria.</p>
Disability	Positive	<p>The parts of this proposal relating to support for commissioning functions are unlikely to have any direct impact on service users.</p> <p>In relation to the Sight and Hearing Service- by the very nature of the service, people with a disability will be disproportionately affected by the proposal. In 2014/15, 37 adults attended low vision clinics (vision rehabilitation). There was one session per month in that year and on average three people attended each session. Around 32% of service users accessing low vision clinics in that year are registered blind and are amongst the most vulnerable in the community.</p>



		<p>The review of services will take into consideration service users' ability to access services in the community. It is not intended to cut services but rather to redesign more effective pathways to suit the needs of the user. As the proposal in principle is about the Local Authority and NHS partners working better together, we expect the outcome of the review will have a positive impact on service users in the longer term.</p> <p>In addition, any changes to services will also need to be communicated sensitively given that the recipient of these services may have difficulties with mainstream communication mechanisms.</p> <p>The proposal will not affect eligibility for support.</p>
Gender	Positive	<p>The parts of this proposal relating to support for commissioning functions are unlikely to have any direct impact on service users.</p> <p>The Sight and Hearing Service has a higher proportion of female service users (55%), so any change in the service will affect women disproportionately by the proposal. However, it is expected that the proposal will have a positive impact on this targeted group as support needs will continue to be met based on the Care Act eligibility criteria, but in closer partnership with the NHS in a more streamlined and user focussed way.</p>
Gender Reassignment	Neutral	<p>Gender reassignment data is not recorded for the majority of service users. The lack of comprehensive information on this issue is largely due to low levels of recording on systems. LGBT awareness training (including monitoring) is available for practitioners and will be promoted to staff to ensure more information is collected in future.</p> <p>The proposal will not have an adverse impact on this protected group as support needs will continue to be met based on the Care Act eligibility criteria. In addition, the Local Authority with its partners will focus on providing service users with a person centred approach to their care needs.</p>

Sexual Orientation	Neutral	<p>Sexuality data is not recorded for the majority of service users. The lack of comprehensive information on this issue is largely due to low levels of recording on systems. LGBT awareness training (including monitoring) is available for practitioners and will be promoted to staff to ensure more information is collected in future.</p> <p>This proposal will not have an adverse impact on users of any sexual orientation as support needs will continue to be met based on the Care Act eligibility criteria.</p>
Religion or Belief	Neutral	<p>The parts of this proposal relating to support for commissioning functions are unlikely to have any direct impact on service users.</p> <p>The majority of users are of the Christian faith (35%) followed by Islam (25%). The Sight and Hearing Service provide specialist clinics in community settings which are able to accommodate people of different faiths and beliefs. The outcome of the review and any contractual arrangements will maintain peoples' desire to observe their faiths and accommodate this as part of the strategy to offer person centred care i.e. offering halal and Kosher food, offering space for prayers etc.</p>
Age	Positive	<p>The parts of this proposal relating to support for commissioning functions are unlikely to have any direct impact on service users.</p> <p>In relation to the Sight and Hearing Service, this proposal will disproportionately affect elderly people as 52% of Sight and Hearing service users are 65 years and over, of which almost half (47%) are 85 years or over. However, it is expected that the proposal will have a positive impact on this targeted group as support needs will continue to be met based on the Care Act eligibility criteria, but in closer partnership with the NHS in a more streamlined and user focussed way.</p> <p>As noted under the disability section - the review of services will need to take into consideration service users' ability to access services in the community. It is not intended to cut services but rather to redesign more effective pathways to suit the needs of the user.</p>

		<p>Any transitional change will need to be managed sensitively to ensure support needs of this group is not disrupted. Service users will continue to have the option to take a cash personal budget to meet their care needs and will be supported to make these decisions to ensure they are able to maintain their independence.</p> <p>As the proposal in principle is about the Local Authority and NHS partners working better together to meet the support and care needs of its service users, we expect the outcome of the review will have a positive impact on service users in the longer term.</p>
Marriage and Civil Partnerships.	Neutral	The highest proportion of users accessing the Sight and Hearing Service declared their marriage status as 'single' (24%) as in unmarried or not in a stable relationship followed by 'married' (22%). It is expected that there will no impact on this group as support needs will continue to be met based on the Care Act eligibility criteria and person centred care will be offered to all.
Pregnancy and Maternity	Neutral	This information is not available, but as the majority of adults whom contacted (52%) the Sight and Hearing Service in 2014/15 are elderly (65+) we expect there will be no impact on this group. This is further supported by data showing 86% of users, who accessed the low vision clinics in the same period, are over 50 years old.
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	Please describe the actions that will be taken to mitigate this impact
<p>Current service users and their carers of the Sight and Hearing Service may see the change as a cut in service rather than a change in how the service is accessed</p>	<p>The commissioning review will need to maintain a person centred approach to service delivery. It is recommended that service users are consulted in the process once the details of the commissioning review is available, and handover period is managed for any proposed transition, taking into account the sensitive nature of the service and the associated risks involved.</p> <p>It will be important to involve the Sight and Hearing team and their service users in the process, to ensure that any new, integrated service model effectively meets the needs of service users. It may be that changes are needed to support plans if users decide they would prefer to take personal budgets. 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> <p>It is not intended to cut services but rather to redesign more effective pathways to suit the needs of the user. As the proposal in principle is about the Local Authority and NHS partners working better together, the expectation is the outcome of the review will have a positive impact on service users in the longer term.</p>

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.

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.

It is recommended that further consultation is undertaken with service users 6 months after new operating models have been put in place to collect feedback and review levels of satisfaction with new service models and contract arrangements.

<b>OPP TITLE:</b>	<b>Improving focus on reablement for social care users</b>							
<b>DIR:</b>	Adult Services					REF: ADU008		
<b>SERVICE:</b>	Social Reablement					LEAD OFFICER: Cath Scholefield		
<b>TEAM:</b>	NA					<b>THEMES:</b>		
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
A42	£ 23,225	£ 800	£ -	£ -	£ 800	Yes	No	Yes
FTE Reductions	0	0	0	0	0			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
<p>The Reablement Service provides intensive support for up to six weeks which aims to ensure that people are able to live independently following events which have caused them to need support - for example an accident or hospital operation.</p> <p>Independence planning and service delivery may include the prescription or provision of disability related equipment and/or minor adaptations. Evidence suggests that maximising reablement opportunities immediately after a crisis or period of deterioration increases the likelihood of the person regaining their independence and so reduces their need for ongoing statutory support in line with the Care Act 2014.</p> <p>Reablement therefore enables service users to recover more quickly and remain living independently, while reducing reliance on more expensive social care or health services.</p> <p>The council currently spends £23.225m on care packages for older people. There were 962 older people who were referred to Reablement Services in 2014-15.</p> <p>One element of reablement relates to supporting people and their formal/informal carers to move from care requiring two people because of the complexity of need and/ or requirement to move the service user from place to place (double handed care), to care requiring one person (single handed care) once their situation has stabilised. The aim is to review 50 double handed care packages to update the moving and handling practices of formal and informal carers and support this with appropriate assistive technology.</p> <p>Evidence from other councils indicates that the benefits of this approach include service users' increased confidence in the carers' ability, increased feelings of safety and wellbeing, improved practice of home care providers and reduced statutory support from the council.</p> <p>This will require investment in support for staff and providers to change their practice, as well as additional equipment for service users.</p>								
<b>IMPLICATIONS</b>								
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
The proposed saving is an estimate based on experience in other councils. It is a conservative estimate at 3.5% of the relevant care package commissioning budget. However the actual savings delivered will depend on our ability to meet individual care needs in a more effective and efficient way and therefore may vary from the estimate in this proposal.								
<b>EQUALITIES SCREENING</b>								
	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
Does the change reduce resources available to address inequality?	Yes	The proposal will reduce the budget by ensuring that people's needs are met more effectively and with greater dignity and respect. Therefore we do not anticipate any adverse impact, but a full equalities assessment will be required to establish this.						
Does the change reduce resources available to support vulnerable residents?	Yes	As above						
Does the change involve direct Impact on front line services?	No							
<b>CHANGES TO A SERVICE</b>								
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	Local contracted home care providers will need to comply with revised moving and handling practice and enable staff to attend associated training
Does the change affect the Third Sector?	No	
Does the change affect Assets?	No	
<b>CHANGES TO STAFFING</b>		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	Yes	There will be training to support revised standards and practice

# Budget Savings Proposals Full Equality Analysis

## Section 1: General Information

**1a) Name of the savings proposal**

Improving focus on Reablement for social care users

**1b) Service area**

Adult Social Care

**1c) Service manager**

Cath Scholefield, Interim Service Head - Adult Social Care, Adults' Services Directorate

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

Nasim Patel, Strategy, Policy and Performance Officer,



## Section 2: Information about changes to services

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

The 2016/17 savings attached to this proposal amount to £800,000. This is from a baseline budget of £23,225,000.

In light of the reduced central government funding of local government the Reablement Service is looking at how it can achieve savings of £800,000 through a re-focusing of the service. An element of the savings proposal will be achieved through improved business processes and the use of the Adults Social Care Practice Framework when assessing people for Reablement services and supporting them to maximise their independence.

£23.225 million is currently spent by the Council on care packages for older people. 855 Older People were referred to Reablement Service in 2014-15. It is proposed that an element of the savings proposal will be achieved through a review of 50 'double handed/two carer' care packages by reassessing people's needs; updating the moving and handling practice of formal and informal carers; and to support this with appropriate use of assistive technology.

#### Detailed Overview

The Reablement Service provides intensive support for up to six weeks which aims to ensure that people are able to live independently following events which have caused them to need support- for example, an accident or hospital admission. Independence planning and service delivery may include the prescription or provision of disability related equipment and/or minor adaptations. Evidence suggests that maximising reablement opportunities immediately after a crisis or period of deterioration increases the likelihood of the person regaining their independence and reducing their need for ongoing statutory support in line with the Care Act 2014. The framework is being rolled out through new business processes, a comprehensive package of training and support for staff, and information for service users.

Reablement is about:

- supporting people to regain their skills, confidence and independence;
- enabling people to set and achieve their own goals so they can have choice and control in their daily lives;
- working with service users and their carers rather than for them; and

- focussing on strengths and aspirations and solutions to perceived difficulties.

The Reablement service was introduced in 2009 for patients discharged from hospital who were either new to homecare or who needed an increase their existing care package; and for service users based in the community. The service utilises its strong existing links with District Nurses, Occupational Therapists and other relevant health and social care professionals to deliver the service successfully.

The council currently spends £23.225m on care packages support for older people. 855 people were referred to Reablement Services in 2014-15. There are 480 informal carers recorded.

An element of Reablement relates to supporting people and their formal/informal carers to regain their skills and confidence in their own home following a change in their circumstances such as a period of hospitalisation. LBTH's new Adult Social Care Practice Framework has been implemented by social work /social care practitioners since April 2015, in response to the Care Act 2014. The framework is being implemented through new business processes, a comprehensive package of training and support for staff, and information for service users.

A second element of this proposal seeks to support service users to move from the need for two carer care packages to one carer, once their situation has stabilised and a review of their care needs has been carried out. The aim is:

- a) to review 50 'double handed' care packages;
- b) to update the moving and handling practice of formal and informal carers; and
- c) to support this with appropriate assistive technology e.g. hoists, slings, slide sheets.

Evidence from a number of other Local Authorities indicates that the benefits of this approach include service users' increased confidence in the carers' ability; increased feelings of safety and wellbeing; improved practice of home care providers and reduced statutory support from the council. This will require some investment in support for staff and providers to change their practice, and may require the provision of additional or alternative equipment for service users.

## **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 seeks to enable service users to live independently with no support or minimal support from statutory services after intensive Reablement intervention. This can result in greater independence, enabling people to maintain personal dignity and delaying or avoiding the need for more intrusive support or even residential care.

Secondly this proposal aims to review approximately 50 'double handed/ two carer' care packages that are high cost and to maximise the service user's independence by:

a) introducing 'one carer' package following assessment and supporting informal carers by assessing for appropriate equipment e.g. hoists, and other equipment through the Occupational Therapy Service, and

b) increased use of assistive technology (AT) where applicable. AT can help disabled people to live more independently at home and manage risks by providing them with devices that raise alarms in case of falls, for instance. These devices can include:

- door entry intercom and access;
- loud speaking hands free telephone;
- TV, DVD and other media devices; and
- lighting and 'plug-in' electrical appliances.

Through these devices, the need for a carer to check on the person frequently or stay with them for long periods of time can be removed. This is likely to delay and reduce the numbers of people needing residential care. The proposal is to mainstream the use of Assistive Technology Services which will result in the greater use of technology to assist vulnerable adults to live independently. The intention is to provide service users and their carers with increased choices and flexibility. Each review or reassessment of needs will be undertaken on an individual basis, with the needs identified particular to that service user. There will be no blanket withdrawal of double – handed carer support.

This proposal aims to reduce costs by providing care in a more person centred and independence focussed way. It is anticipated

that this will enable more people to stay at home, maintain their independence and, where appropriate, be cared for by one individual who, in the case of informal carers, may be a family member or friend. This is likely to be advantageous as it will allow service users to maintain a greater level of personal dignity. The assessment of support needs will need to ensure that any risks to either the service user or carer are effectively managed in order to avoid any adverse impact.

Given the nature of services provided, and the profile of social care service users, this proposal is likely to disproportionately affect disabled and over 65 year old residents, however, as stated above, the impact is likely to be positive as long as risks are effectively managed.

### **Feedback from Consultation Roadshows**

#### Feedback from Service Users at the learning disability 'Have Your Say' group on 19<sup>th</sup> October 2015 about the proposal:

At the meeting, service users provided general feedback about Reablement, the benefits and negatives about the proposal.

- Reablement should be reviewed to make sure it is relevant – if they need more help, they should get more, if need they less help, they should get less;
- Depending on need, some may benefit. Needs should be based on the individual on a case by case basis;
- It's a good idea to use equipment and assistive technology in a more efficient way to help with care;
- Concern about what happens if someone has a fall – can one person pick them up on their own?
- Need to assure people that one person on their own can meet all needs just as well as two people could. Do not want any decrease in quality of service
- Carers need to receive training in practical skills e.g. cooking rather just 'Moving and Handling'
- Carers need to receive training in Medication management

#### Feedback from Older People at Appian Court Consultation on Tuesday 3<sup>rd</sup> November 2015

- Concerned that if somebody is assessed as needing 2 carers their health and wellbeing may be put at risk if they are moved to single handed care
  - o It was said that there is no legal requirement for 2 carers and assistive technology, appropriate equipment and relevant training can give users more independence
- Worried that moving from double handed to single handed care will mean it will take service users longer to carry out daily activities
  - o Short term costs may be high i.e. training costs associated to equipment

### Feedback from Local Voices Forum on Friday 30<sup>th</sup> October 2015

- The group questioned the need for two people in every case – In some instances it may be a waste of resource.
- One individual questioned the need for 2 people based on their own recent personal experience. Felt that one person would have been ok and that the idea of one person coming into your family life is much less invasive and personable. It seemed like both carers were competent enough to do the job on their own.
- Idea of working more flexibly – somebody who can go from case to case where needed to assist rather than having cases with multiple workers assigned to every visit.
- One individual questioned the quality of the assessment and the quality of the support that is put in with regards to people knowing how to safely move and handle people.
- The issue of time around carer visits was raised as a concern. The group agreed that carers need to be more flexible. With regards to proposal of moving from single handed to double handed care, the group would be ok as long as one carer can provide a full service on their own in the time allocated for the visit. If time overruns carers should be allowed to be flexible enough to work around this.
- The group raised concerns that the quality of care might suffer in some cases if it was reduced from double handed to single handed.

In summary, people agreed that this was a viable proposal. They would like to make sure that risks are mitigated properly, i.e. competency of reablement worker/carers/social workers, time of care visits. And that if someone is assessed as definitely needing double handed care than they should still receive it. However if the job can be competently performed by one person, with the aid of appropriate technology and equipment than they would have no problem with this happening.

### Informal Carers

A carer is defined as 'someone who spends a significant proportion of their time providing unpaid support to a family member, partner or friend, who is ill, disabled or has mental health or substance misuse'. (Definition provided by the Carers Forum). Some of the types of support that someone might need from a carer include:

- moving around the house
- washing and dressing
- eating and preparing meals

- shopping for groceries
- making telephone calls or filling in forms
- managing money, such as paying bills
- taking medicines
- attending appointments
- work around the house and garden
- Having someone to talk to.

Some people may need 24-hour care and cannot be left alone; others might be independent but need emotional support during times of crisis. The Council has published its 'Plan for Carers 2015-16 for Adult Social Care'. This Plan sets out how adult social care will support carers between 2015 and 2016 in partnership with the Tower Hamlets Clinical Commissioning Group, Third Sector providers and others. This Plan sets out how we will meet the requirements of the 2014 Care Act.<sup>1</sup> The Carers Centre will support carers to provide an initial self-directed assessment element. The plan states that carer's assessments will be carried out by all adult social care assessment teams using the new Adult Social Care Practice Framework. The Care Act and the introduction of the Better Care Fund provide for significant new opportunities to improve the integration of health and social care support which is seamless.

This improved support for carers will help to mitigate against any increased risk to this group that result from this proposal. Data shows there are 480 informal carers.

#### Health conditions - Physical Disability

- The data shows that 2,952 service users received social care services for help with physical support during 2014-15.
  - Out this cohort of service users: 535 service users received support related to mobility and access and 2417 service numbers receive personal care support due to physical disability

#### High cost care packages

The data below shows high cost annual care packages that cost £50+. Overall, 57 service users receive high cost 'physical support', out of which 17 service users receive homecare. We can assume that these are 'two carer' packages.

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<sup>1</sup> [http://www.towerhamlets.gov.uk/ignl/health\\_\\_social\\_care/carers/adult\\_carers.aspx](http://www.towerhamlets.gov.uk/ignl/health__social_care/carers/adult_carers.aspx)

PSR	Count	%	Home Care	Residential or Nursing	Supported and Other	Day Care	Direct Payment
Learning Disability Support	153	66%	30	107	30	63	19
Mental Health Support	13	6%	0	13	0	0	0
Physical Support	57	25%	17	21	11	2	23
Sensory Support	2	1%	0	2	0	0	0
Social Support	2	1%	1	2	0	0	0
Support with Memory and Cognition	3	1%	1	2	1	0	0
Children's Need Code	2	1%	0	1	0	0	1
Grand Total	232	100%	49	148	42	65	43

### 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.

<b>Target Groups</b> What impact will the proposal have on specific groups of service users and staff?	<b>Impact – Positive or Adverse</b>	<b>Reason(s)</b> <ul style="list-style-type: none"> <li>• Please add a narrative to justify your claims around impacts and,</li> <li>• Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making</li> </ul>
Race	Positive	<p><b>Service Users</b></p> <p>Data shows that service users in receipt of Reablement are mostly from White British background at 45% (386 service users). This is followed by people of a Bangladeshi background at 24% (209 Service users). Analysis of the 2011 census data, shows that White British residents comprise 31% of the borough's population, the fifth lowest proportion of White British residents in England. This ethnic group is therefore disproportionately high in the group of service users that will be affected by this proposal, but this also reflects that the older population has proportionately more White British residents.</p> <p>There is likely to be no adverse impact on individuals to meet the assessed need as support will be agreed with service users and their carers to meet the well-being of both. Social work practice will continue to take into account provision of culturally appropriate carers, and assessment of the service user's needs and environment. The new approach is likely to result in an increase of carers' assessments and the support provided to them to enable them to continue to care for their relative or loved one.</p> <p>Some people may prefer equipment rather than a carer to help them maintain their personal dignity. It is not expected that the proposals will adversely affect any ethnicity groups as support needs will continue to be met in line with the Care Act's eligibility criteria and the new Adult's Social Care Practice framework. There is a risk that the service user might lose a relationship built up with their carer, in the case of a reduction in a double handed care package, however as Reablement is a short term programme of support; this should not pose as an issue.</p>



		<p><u>Informal Carers</u></p> <p>There are more informal carers from a Bangladeshi background at 24% (117 carers). This is followed by White British at 24% (114 carers). There would be positive impact on informal carers as the new approach is likely to result in an increase of 'Carers Assessments' in line with the Care Act. This is likely to increase the support provided to informal carers by providing greater choice and control of how they care for their family. Social work practice will continue to take into account culturally appropriate carers, and assessment of the service user's needs and environment.</p>
Disability	Positive	<p>The data shows that a total of 2,952 service users receive social care for 'physical support': 2,417 receive Personal Care Support and 535 receive support with the primary reason being 'Physical support: Access &amp; Mobility'</p> <p>Any change to the service is likely to result in a disproportionate effect for people with disability as the service is primarily used by adults with a disability who require either personal care or access and mobility support.</p> <p>Since this proposal will provide care in a more personalised, dignified way that maximises independence as well as the capacity of informal carers, the impact is likely to be positive. The council's assessment process aims to ensure that risks are identified and effectively managed. For example, an Occupational Therapy assessment will assess the capabilities of formal and informal carers for moving and handling to transfer from bed/chair/ toilet. Training will be provided for formal and informal carers in moving and handling, as well as for any equipment recommended by the Social Worker, OTs, and other professionals. The assessments should also assess for risks to the service user and the carers' health and make recommendations to mitigate any risks identified. Changes to care packages will only be implemented with the consent of service users and their carers.</p>
Gender	Neutral	<p><u>Service users</u></p> <p>The service is open to both men and women. The data shows that 855 people are receiving support</p>

		<p>from the Reablement Service in 2014/15. A higher proportion of women are in receipt of the service at 61% (522 Service users) than 38% men.</p> <p><u>Carers</u> The data below suggests that there are more women as informal carers at 65% than men.</p> <p>The overall borough population by mid –year 2014 population estimates show that the gender split is 52 per cent men and 48 per cent women. Women are therefore overrepresented in the Reablement service and are likely to more affected by any changes. However as noted above, the impacts of this proposal are likely to be positive for all groups regardless of gender.</p>
Gender Reassignment	Neutral	<p>Although data for this equality strand is not recorded for service users, the proposal is unlikely to have an adverse impact on this protected group. Any care needs should be considered carefully in line with the Care Act, with social care provided in a sensitive manner.</p> <p>The lack of comprehensive information on this issue is largely due to low levels of recording on systems. LGBT awareness training (including monitoring) is available for practitioners and will be promoted to staff to ensure more information is collected in future.</p>
Sexual Orientation	Neutral	<p>Data around sexuality is not recorded for the majority of service users. This is mainly due to either clients preferring not to declare or it being a practice issue. The proposal is unlikely to have an adverse impact on this protected group, as support needs will be assessed/reviewed based on the Care Act eligibility criteria.</p> <p>The lack of comprehensive information on this issue is largely due to low levels of recording on systems. LGBT awareness training (including monitoring) is available for practitioners and will be promoted to staff to ensure more information is collected in future.</p>

Religion or Belief	Positive	<p><u>Service Users</u> – The largest groups of service users are of a Christian faith at 35%. This is a total of 296 service users. This is followed by 29% service users who have stated that they are Muslim (total number of 250 service users).</p> <p><u>Informal Carers</u> - There are more Muslim carers at 17% (total of 82 informal carers), followed by 8% Christian carers (total of 40 informal carers).</p> <p>The proposal is unlikely to have an adverse impact on this protected group. Any changes to care packages resulting from two carer to one, should be respectful of the service users and their carers' wish to observe and practice their faith i.e. prayer times/ religious days etc. Times when the formal carer visits should be discussed and agreed with the service user and their informal carer/family.</p> <p>The 2011 Census provides statistics about the size of different faith groups in Tower Hamlets. Tower Hamlets has the highest percentage of Muslim residents in England – 35 per cent compared with the national average of 5 per cent.</p> <p>The proportion of Christian residents is 27 per cent. Muslim and Christian are the borough's two largest groups. The impacts of this proposal are likely to be positive.</p>
Age	Positive	<p>The majority of service users who receive Reablement support are aged 65+ - a) 65-74 years at 19% (159); b) 75-84 years at 34% (288), and c) 75-84 year olds 27%(232). The proposal is likely to have a disproportionate impact on older service users. The age profile of service users largely explains the overrepresentation of "White British" and "Christian" service users in the Reablement service, as this group is larger in the older population.</p> <p><u>Carers</u> Informal carers are more likely to be aged between a) 18-64 years at 31% (total of 149 service users). However there are large amounts of unknowns at b) 56% (267). Carers aged from 65+ and above are c) 5% (23) 65-74 year olds; d) 5% (26); and e) 3% (13) '75-84' year olds. The proposal is likely to have a disproportionate impact on all carers.</p>

		As noted above, the impacts of this proposal are likely to be positive.
Socio-economic	Neutral	Currently Reablement is a free service, so there are no adverse impacts on the basis of the service user's financial income.
Marriage and Civil Partnerships.	Neutral	There is limited data collected on service user's marital status. However, this proposal is unlikely to have a disproportionate impact on this group.
Pregnancy and Maternity	Neutral	This information is not available. The majority of service users are aged 65+, and not of childbearing age, so it is unlikely that there will be an adverse impact. Where the carers are pregnant, they will not be expected to provide care.
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	Please describe the actions that will be taken to mitigate this impact
Age	
Disability	
Gender	
Religion or Belief	

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.

If the risks are managed, then this proposal should increase choice, flexibility, and the quality of care for service users and their carers. However, it is recommended that any changes to existing care packages are monitored and reviewed on a regular basis involving social care, health and third sector professionals, the service user and their carers, to ensure that the service user /carer is able to live safely and independently in the community at minimum risk of injury or hospitalisation.

<b>OPP TITLE:</b>		<b>Improving focus on maintaining independence for social care users</b>						
<b>DIR:</b>		Adult Services				REF: ADU009		
<b>SERVICE:</b>		Adults Social Care				LEAD OFFICER: Cath Scholefield		
<b>TEAM:</b>						<b>THEMES:</b>		
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
	£ 24,486	£ 918	£ 1,763	£ 992	£ 3,673	No	No	Yes
FTE Reductions	0	0	0	0	0			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
<p>Social Care provides support for vulnerable adults to assist them in day to day living. This can include services such as home care, day care and residential care homes. The government statistics for 2013/14 show that Tower Hamlets expenditure per person on social care services is 20% higher than the London average.</p> <p>Our new adult social care practice framework, which has been in place since April 2015, seeks to build resilience within a person's family networks to maintain their independence, reducing their reliance on statutory services in line with the Care Act 2014. This is in line with the national policy direction supporting a move towards promoting independence and resilience, as it is better for service users. The framework is being rolled out through new business processes, a comprehensive package of training and support for staff, and information for service users.</p> <p>The new ethos seeks to put the user and their carer in control over the needs that are identified and supported in ways that minimise the involvement of outside agencies. The expectation is that users and carers will choose more creative and flexible support from a wider range of family, friends and community groups to better meet their needs. This approach has been adopted in other local authorities resulting in improved satisfaction from service users with their care, alongside lower expenditure and more efficient use of resources. This will bring expenditure per head for Tower Hamlets closer to the London average.</p> <p>Support is being provided through this process including independent advocacy for those that need it, enhanced information and advice through the internet, printed materials and our commissioned advice services.</p> <p>The council currently spends £24.5m on support for people with learning and physical disabilities in the community. This relates to 309 adults split by age: 32 aged 18-64, and 277 who are 65 plus.</p>								
<b>IMPLICATIONS</b> including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
<p>This saving is based on an estimated 15% reduction in the budgets for care packages for physically and learning disabled service users. This is based on external advice on how this has been implemented elsewhere. However, implementation will require sustained behaviour change for staff in social care, external service providers and services users. There is therefore some risk that savings will not be delivered if this assumption is incorrect. Implementation will need to be closely tracked to ensure that these savings are effectively delivered.</p>								
<b>EQUALITIES SCREENING</b>								
	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
Does the change reduce resources available to address inequality?	Yes	The proposal will reduce the budget, however the approach aims to improve equality through greater personalisation and independence for service users and carers. We do not anticipate any adverse impact but a full equalities assessment will be carried out to assess this more fully.						
Does the change reduce resources available to support vulnerable residents?	Yes	as above						
Does the change involve direct Impact on front line services?	No							
<b>CHANGES TO A SERVICE</b>								
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	This proposal would result in a change in the type of care services provided, with an increase in the use of more informal community based resources, and a reduction in more traditional care services (for example, home care.) This is likely to reduce demand for some local suppliers, but increase demand for other types of service. The Council will work with suppliers to support them in developing new services as our needs change.
Does the change affect the Third Sector?	Yes	As above- the third sector supplies a significant proportion of current services.
Does the change affect Assets?	No	
<b>CHANGES TO STAFFING</b>		
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**

Improving focus on maintaining independence for social care service users

### **1b) Service area**

Adults Social Care Service, Adults' Services Directorate

### **1c) Service manager**

Cath Scholefield, Interim Service Head - Adult Social Care

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

Nasim Patel, Strategy, Policy and Performance Officer,  
Policy, Programmes, and Community Insight Team (PPCI),  
Resources, Adults' and Children's Directorate.



## Section 2: Information about changes to services

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

The 2016/17 savings attached to this proposal amounts to £918K for 2016/17 from a baseline budget of £24,486,000 million; and £3,673,000 over a 3 year period. This proposal is to improve focus on maintaining independence for social care service users =£918k for 2016/17

The reason for this saving is because Government statistics show that Tower Hamlets' expenditure per person on social care services is 20% higher in comparison to the London average. The Council spends approximately £24.5 million on support for people with learning and physical disabilities in the community. This relates to 309 adults split by age: 32 service users aged 18-64 and 277 service users who are 65+. The suggestion as to how this savings proposal will be achieved is based on an estimated 15% reduction in the budgets for care packages for people who are physically disabled and people with learning disability service users. Implementation of this will require sustained behaviour change for staff in social care and external partners and anticipates that service users will fully utilise universal services to meet their needs where appropriate in line with the principles of the Care Act 2014. There is therefore some risk that savings will not be delivered if this assumption is incorrect.

The key tool to achieving the reductions is through the new Adults Social Care Practice framework. This has been implemented by social work /social care practitioners since April 2015, in response to the Care Act 2014. The framework is being implemented through the implementation of the Care Act 2014 national eligibility criteria at the point of assessment or review and through new business processes; information for service users and carers; and a new comprehensive package of staff training and support.

#### Detailed Overview

Social care provides support for vulnerable adults to assist them in day to day living. This can include services such as home care, day care and residential care homes. The government statistics for 2013/14 show that Tower Hamlets expenditure per person on social care services is 20% higher in comparison with London averages. The Council's new Adult Social Care Practice framework, which has been in place since April 2015, seeks to build resilience within a person's family networks to maintain their independence, reducing their reliance on statutory services in line with the Care Act 2014 and with the national policy direction

supporting a move towards promoting independence and resilience.

The ethos of the practice framework seeks to put the user and their carer in control of the solutions to meet their identified needs and to support them to maximise the support from their families and local communities as well as universal services to enable them to maintain their independence and reduce their reliance on council services. This approach has been adopted in a number of other local authorities resulting in improved satisfaction from service users, alongside lower expenditure and more efficient use of resources. It is anticipated that this approach will bring expenditure per head in Tower Hamlets closer to the London average. Other local authorities that are held as exemplars<sup>1</sup> in the strengths based assessment model, integrated reablement and demand management include Kent, Hackney, Wiltshire, Richmond.

Support is being provided to assist users and carers through this process, including independent advocacy, enhanced information and advice through the internet, printed materials and a range of commissioned advice services.

The council currently spends approximately £24.5m on support for people with learning and physical disabilities in the community. This relates to 309 adults: 32 aged 18-64, and 277 who are 65+.

Savings: £918,000

**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 is likely to affect new and existing service users with Learning Disabilities and Physical Disabilities. The council has legal duties to meet the needs of people who are eligible for social care support. The aim of the proposal is to maximise independent living in the community by looking at how needs are re-assessed in ways that is safe and financially sustainable; and

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<sup>1</sup> The "LGA Adult Social Care Efficiency Programme - final report" July 2014 has details of achievements

seeking greater input from family, friends and the wider community to provide a mix of commissioned care, family care and support from the local community. The proposal involves reviewing the provision of high cost packages of care across client groups for people with Learning Disability and Physical Disability aged 18years and over.

A review of the way that care and support is provided on a day-to-day basis may result in people experiencing a change of service provider, or their care being delivered in a different way. The Council is likely to seek greater involvement in the delivery of support from a wider range of social and personal networks to better meet people's needs. However, whilst the Council can help influence and support local communities, there is a limit to the extent of this. In mitigation, the new Adult Social Care Practice framework will seek to build resilience within a person's family and community networks to maintain their independence, and reduce reliance on statutory services.

The people who will be reviewed are primarily older people or people with a physical disability, and learning disability. The services that are likely to be reviewed are provided across Tower Hamlets, with no specific areas being targeted.

It is acknowledged that these proposals could have a disproportionate impact on older people, and people with disabilities. This proposal relates to individuals with different circumstances and needs, and this will be taken into consideration during their individual review to re-assess their need for direct support from the council. Undertaking regular reviews reflects best practice within Adult Social care. It ensures that the most appropriate support is being given, in the most effective way, to meet each person's eligible needs and that agreed outcomes and goals are being achieved. It is possible that in some cases there may be no changes for the individual. Overall, the proposal is likely to be positive as it will enable service users to enjoy greater independence and carers to be better supported.

Reviews also look at each individual's circumstances and the whole situation, taking into account the needs of carers, family members and others who may be providing informal support. Carers will be entitled to a separate assessment or a review of their needs.

The assessment and management of risk is a key feature of the day to day work of adult social care staff. Each case is carefully considered to balance the likelihood of significant harm arising from a person's situation, against the rights of adults to live independently and to make their own decisions. Each individual reviews will identify the potential options available and agree actions to positively manage risk, increase or maintain independence and reduce the likelihood of any adverse impact. The Practice

framework takes a person centred approach to ensure that wherever possible, individuals have choice and control over their care and support. The spirit of the Care Act 2014 aims to deliver better care, which is closer to home. This involves maximising opportunities for independence and seeking community based alternatives to residential care, where this is feasible and within the available resources.

Most people will see some difference in how their care and support is delivered, but as each case is judged on its merits, it is not possible to say how many people will be affected from the cohort of 309 if these proposals are adopted.

Following any review of the care and support services provided and commissioned by the Council's Adult Social Care Services department, service delivery may change to meet the agreed eligible social care outcomes or goals for an individual as set out in the Care Act 2014.

This proposal might involve a reduction in the overall cost of residential and nursing care placements by negotiating better prices with providers. This is part of the Council's regular commissioning and procurement practice, as contracts come up for review or renewal. The aim is to deliver value for money and make sure that the required standards of care are maintained.

The proposal will include managing providers of learning disabilities services to keep costs down whilst continuing to meet eligible needs and more efficient spot purchase arrangements. People with a learning disability may be supported to move on from residential care to supported living settings, if this meets their care and support needs and they and their families and carers are in agreement.

Cost modelling and benchmarking tools will be applied to support an evidence based evaluation of the actual cost of care. This will help to ensure that any contract efficiencies can be secured whilst maintaining care standards and mitigating the risk of market instability.

This proposal should be viewed in the broader context of health and social care to ensure that there are alternatives to residential care. The service focuses on avoiding or delaying hospital admissions by helping people to remain living independently at home for as long as possible. Residential or nursing care homes may be considered as an option if that is the safest way to meet a person's assessed needs within the available resources.

Service users in residential or nursing care placements are likely to have protected equality characteristics such as older people with disabilities or mental health needs. However, the equality impact of the proposal is judged to be neutral because service users, whose assessed needs can only be met through residential or nursing care will still be provided with an appropriate placement.

#### Learning Disability

- The data shows that 658 service users with Learning Disabilities (LD) received CLDS support during 2014/15.
- 153 service users receive a high cost care package. The majority of care packages provided cost between the £100k threshold and £75-99K threshold for 78 service users. 75 service users care packages cost between the £50-74k cost threshold.

#### Physical Disability

- The data shows that 2,952 service users received social care services for help with physical support during 2014-15.
  - Out of this cohort of service users, 2417 received support for personal care support and
  - 535 service users received support related to mobility and access.
  - 2417 service numbers receive personal care support due to physical disability

#### Mental Health

- The data shows that 706 service users received support for mental health during 2014-15.
  - 332 service users receive 'support'
  - 245 service users receive 'homecare'
  - 133 service users receive 'residential'

#### Sensory Impairment

- The data shows that 66 service users received sensory support during 2014-15.
  - 37 service users have visual impairment
  - 20 service users receive support for hearing impairment
  - 9 service users receive support for dual impairment.

#### Resident feedback

Feedback from residents, adult social care users and carers has largely been positive<sup>2</sup>: Most people felt that the proposal was positive, recognising that people should be supported to be as independent as possible. Feedback that is not directly applicable to this proposal but will be taken forward more generally in adult social care is as follows:

- Communication from practitioners is key. Communication needs to be clear and open, and explain the reasons behind decisions.
- Carers who need help should be offered this at an early stage.
- Whilst a framework is useful, practitioners need to be mindful of individual circumstances.

### **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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<sup>2</sup> Online feedback, meeting with Local Voices October 2015, meeting with "Have Your Say" October 2015, meeting with Carer Forum October 2015 and meeting with older people at Appian Court October 2015. 59 meeting attendees in total.

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"> <li>Please add a narrative to justify your claims around impacts and,</li> <li>Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making</li> </ul>
Race	Neutral	<p><u>Physical Disability</u>  The data shows that a total of 2,952 service users receive social care for ‘physical support.  <i>‘Primary Support Reason - Mobility and Access’</i></p> <ul style="list-style-type: none"> <li>The largest group of service users receiving ‘Access &amp; mobility support services’ are White British at 50.7% (271 clients).</li> <li>This is followed by 18.5% (99 clients) Bangladeshi service users.</li> <li>There are 6.2% (33) of White: other background service users.</li> <li>4.3% Caribbean service users.</li> <li>3.7% (20) White: Irish service users.</li> </ul> <p><i>‘Primary Support Reason – Personal Care Support’</i></p> <ul style="list-style-type: none"> <li>The largest group of service users receiving physical support services for ‘Personal Care Support’ are White British at 48.1% (1162 clients).</li> <li>This is followed by Bangladeshi service users at 21.6% (521 clients).</li> <li>6.3% are African (153 clients)</li> </ul> <p><u>Mental Health</u>  The largest group of service users receiving support for Mental Health Support are:</p> <ul style="list-style-type: none"> <li>White British ethnic background at 26.5% (187 clients)</li> <li>26.3% are Bangladeshi (186 clients)</li> <li>13% (92 clients) are undeclared/not known</li> <li>8.8% (62 clients) are African</li> <li>6.8% (48 clients) are Caribbean</li> </ul>

Sensory impairment*Primary Support Reason –support for visual impairment'*

The largest group of service users receiving support for visual impairment are:

- White British at 22.7% (15 clients)
- Bangladeshi at 12.1% (8 clients)
- Caribbean at 7.6% (5 clients)

*Primary Support Reason –support for hearing impairment*

The largest group of service users receiving support for hearing impairment are:

- White British at 19.7% (13 clients)

*Primary Support Reason –support for dual impairment*

The largest group of service users receiving support for dual impairment are:

- White British at 6.1% (4 clients)

Learning Disability

658 LD clients receive LD support. The largest groups of service users are:

- Bangladeshi at 40.3% (265 service users)
- White: British at 37.7% (248 service users)
- Caribbean at 4.1% (27 service users)
- African ethnic background at 3.8% (25 service users).

The largest group of service users are either White British or Bangladeshi. The saving proposal is based on the premise of building the service users' and their carer's resilience in the community through the application of the new Adult's Social Care Practice framework. Implementation of practice change will affect new and existing service users through social care assessments and reviews. This is likely to be positive as it aims to enable service users to maximise their independence and to better support carers.



		<p>Where a case is reviewed, the way that care and support is provided on a day-to-day basis may result in people experiencing a change of service provider, or their care being delivered in a different way. The Council is likely to seek greater involvement in the delivery of support from a wider range of family, friends and community groups to better meet their needs. Changes to existing packages will be planned and implemented in partnership with service users and carers and will continue to be based on the national eligibility threshold for adult social care.</p>
Disability	Neutral	<p><u>Physical Disability</u></p> <ul style="list-style-type: none"> <li>○ The data shows that a total of 2,952 service users receive social care for 'physical support'. <ul style="list-style-type: none"> <li>○ 2,417 receive Personal Care Support</li> <li>○ 535 receive support with the primary reason being 'Physical support: Access &amp; Mobility'</li> <li>○</li> </ul> </li> </ul> <p><u>Mental Health</u></p> <ul style="list-style-type: none"> <li>○ The data shows that 706 service users are in receipt of mental health support.</li> </ul> <p><u>Sensory Impairment</u></p> <ul style="list-style-type: none"> <li>○ The data shows that 66 service users received sensory support during 2014-15. <ul style="list-style-type: none"> <li>○ 37 service users have visual impairment</li> <li>○ 20 service users receive support for hearing impairment</li> <li>○ 9 service users receive support for dual impairment.</li> </ul> </li> </ul> <p><u>Learning Disability</u></p> <p>The data shows that a total of 658 service users with Learning Disabilities receive LD support during 2014/15.</p> <p>The data shows that service users with a Physical Disability and Learning Disabilities are likely to be affected by this proposal. The proposal will ensure that service users who are able to live independently with support are able to do so, so the overall outcome should be positive.</p>

		<p>This proposal aims to put the service user and their carers in control over their needs. The expectation is to allow users and carers to choose more creative and flexible support from a wider range of social and personal networks – such as family, friends, community groups and universal services to better meet their needs.</p> <p>As the aim is to improve people’s quality of life and to maximise their independence through more person centred social care practice; the impact is likely to be either positive or neutral. In line with the Care Act, support will include independent advocacy for those that need it, enhanced information through the internet, printed materials and commissioned advice services.</p> <p>By helping service users to live independently with supported living arrangements and with equipment/ assistive technology nearer their community network, the spirit of the proposal to maintain their independence should result in better outcomes for service users and carers to maximise their potential to live independently. Greater use of assistive technology is likely to assist more vulnerable service users to live in the community with increased choices and flexibility.</p>
Gender	Neutral	<p><u>Physical Disability</u></p> <p>The data shows that a total of 2,952 service users receive social care for ‘physical support. <i>‘Primary Support Reason - Mobility and Access’</i></p> <ul style="list-style-type: none"> <li>○ The largest group of service users receiving ‘Access &amp; mobility support services’ are women at 60.7% (325 clients).</li> <li>○ 39.3% (210 clients) men also receive support.</li> </ul> <p><i>‘Primary Support Reason – Personal Care Support’</i></p> <ul style="list-style-type: none"> <li>○ The largest group of service users receiving physical support services for ‘Personal Care Support’ women at 60.5% (1462)</li> <li>○ 39.5% (955 clients) are men.</li> </ul> <p><u>Mental health</u></p> <p>The largest group of service users receiving MH support are men at 59.5% (420). 40.5% (286) are women.</p>

Sensory impairment*Primary Support Reason –support for visual impairment'*

The largest group of service users receiving support for visual impairment are:

- Women at 36.4% (24 clients)
- Men at 19.7% (13 clients)

*Primary Support Reason –support for hearing impairment*

The largest group of service users receiving support for hearing impairment are:

- Men at 19.7% (13 clients)
- Women at 10.6% (7 clients)

*Primary Support Reason –support for dual impairment*

The largest group of service users receiving support for dual impairment are:

- Women at 9.1% (6 clients)
- Men at 4.5% (3 clients)

Learning Disability

The largest group of service users receiving LD support are:

- Men are at 57.1% (376 men)
- women at 42.9% (282 women)

Assessment for Impact :

Physical Disability

A higher proportion of women have physical disability related to 'Mobility and Access' (60.7% /325 clients), and for 'Personal Care Support' 60.5% (1462). It is not expected that they will be disproportionately affected by the proposal as their support needs are likely to continue to be met in line with the Care Act eligibility criteria and the Adults Social Care Practice framework. This is likely to have a positive impact as the proposal suggests that the Local Authority, NHS, and the third sector aim to take a more collaborative approach to assessing and reviewing needs, which is likely to increase

		<p>service users customer satisfaction with their care.</p> <p><u>Learning Disability</u>  A higher proportion of men have Learning Disability (57.1% /376 clients). It is not expected that they will be disproportionately affected by the proposal as their support needs are likely to continue to be met in line with the Care Act eligibility criteria and the Adults Social Work Framework. This is likely to have a positive impact as the proposal suggests that the Local Authority, NHS, and the third sector aim to take a more collaborative approach to assessing and reviewing needs which is likely to increase customer satisfaction from service users with their care.</p>
Gender Reassignment	N/A	Data not recorded so unable to assess for impact.
Sexual Orientation	N/A	Data not recorded so unable to assess for impact.
Religion or Belief	Neutral	<p><u>Physical Disability</u>  The data shows that a total of 2,952 service users receive social care for 'physical support.'  '<i>Primary Support Reason - Mobility and Access</i>'</p> <ul style="list-style-type: none"> <li>○ The largest group of service users receiving 'Access &amp; mobility support services' are Christian 41.3% (221 clients).</li> <li>○ 22.1% (118 clients) are Muslim</li> <li>○ 16.6% shows 'undeclared/not known'.</li> <li>○ 12.1% (65 clients) did 'not state' their religion or belief.</li> </ul> <p><i>'Primary Support Reason – Personal Care Support'</i></p> <ul style="list-style-type: none"> <li>○ The largest group of service users receiving physical support services for 'Personal Care Support' are Christian at 42.7% (1033 clients).</li> <li>○ 28% are Muslim (676 clients).</li> <li>○ 10.9% (264 clients) did 'not state' their religion.</li> </ul> <p><u>Mental health</u></p> <ul style="list-style-type: none"> <li>○ The largest group of service users who require mental support are Muslims at 29.6% (209)</li> </ul>

- This is followed by 23.5% (166) Christians.
- A large number are unknown or did not declare their religion or belief 27.3% (193).

#### Sensory impairment

##### *Primary Support Reason –support for visual impairment'*

The largest group of service users receiving support for visual impairment are:

- Muslim at 19.7% (13 clients)
- Christian at 19.7% (13 clients)

##### *Primary Support Reason –support for hearing impairment*

The largest group of service users receiving support for hearing impairment are:

- Christian at 18.2% (12 clients)

##### *Primary Support Reason –support for dual impairment*

The largest group of service users receiving support for dual impairment are:

- 7.6% Christian (5 clients)

#### Learning Disability

- The majority of LD service users are :
- Muslim at 43.2% (284 service users)
- Then Christian 32.5% (214 service users).
- A number of service users who have 'not stated' their religion or belief at 9.6% (63) or 'not declared' it 8.4% (55).

The largest group of service users are either Christian or Muslim. Any care planning will take into account the service user's and carers religious needs to be able to observe their faith or beliefs in line with the Council's community cohesion vision.

Social work assessment or reviews should be based on good practice in line with the new Adults Social Care Practice framework, which is person centred – i.e offering Kosher /Halal meals; or prayer facilities.

Age	Neutral	<p><u>Physical Disability</u></p> <p>The data shows that a total of 2,952 service users receive social care for 'physical support.</p> <p><i>'Primary Support Reason - Mobility and Access'</i></p> <ul style="list-style-type: none"> <li>○ The largest group of service users receiving 'Access &amp; mobility support services' are aged 65+at 80.9% (433 clients).</li> <li>○ 18-64 year old clients comprise of 19.1% (102 clients).</li> </ul> <p><i>'Primary Support Reason – Personal Care Support'</i></p> <p>The largest group of service users receiving physical support services for 'Personal Care Support' are:</p> <ul style="list-style-type: none"> <li>○ aged 65+ at 77% (1861 clients).</li> <li>○ 23% (556 clients) are aged 18-64</li> </ul> <p><u>Mental health</u></p> <p>The largest group of service users are aged:</p> <ul style="list-style-type: none"> <li>○ 18-64 at 91.6% (647).</li> <li>○ 8.4% (59 clients) are aged 65+.</li> </ul> <p><u>Sensory impairment</u></p> <p><i>Primary Support Reason –support for visual impairment'</i></p> <p>The largest group of service users receiving support for visual impairment are:</p> <ul style="list-style-type: none"> <li>○ 40.9% are aged 65+</li> <li>○ 15.2% are aged 18-64</li> </ul> <p><i>Primary Support Reason –support for hearing impairment</i></p> <p>The largest group of service users receiving support for hearing impairment are:</p> <ul style="list-style-type: none"> <li>○ Aged 65+ at 25.8% (17 clients)</li> <li>○ 18-64 at 4.5% (3 clients)</li> </ul> <p><i>Primary Support Reason –support for dual impairment</i></p>
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		<p>The largest group of service users receiving support for dual impairment are:</p> <ul style="list-style-type: none"> <li>○ Aged 65+ at 10.6% (7 clients)</li> <li>○ 18-64 at 3% (2 clients)</li> </ul> <p><u>Learning Disability</u></p> <p>The largest group of service users receiving LD support are:</p> <ul style="list-style-type: none"> <li>○ aged between 18-64 years at 91.5% (602 people)</li> <li>○ 8.5% (56 people) LD service users are aged 65+.</li> </ul> <p><u>Assessment for Impact:</u></p> <p><u>Physical Disability -</u> The data shows that a total of 2,952 service users receive social care for 'physical support. The largest group of service users receiving 'Access &amp; mobility support services' are aged 65+at 80.9% (433 clients).</p> <p><u>Learning Disability:</u></p> <p>The largest group of service users receiving LD support are aged between 18-64 years at 91.5% (602 people). Although the proposal is likely to disproportionately affect older people, it is not expected to result in a disproportionate impact, as the support will be organised through integrated care around the individual's and their carer's needs. This should achieve better outcomes for the service users at potentially less cost.</p> <p>Overall, the largest group of adult social care users is over 65, and any change to services will have a greater effect on this group.</p> <p>By providing Reablement support, equipment, telecare and assistive technology, the aim is to prevent, delay or reduce people's need for care and support. This should benefit this cohort of service users to maximise their independence to live in their own home and improve their quality of life, and help us to reduce admissions to residential and nursing care.</p>
Socio-economic	N/A	Not Applicable

Marriage and Civil Partnerships.	Neutral	<p><u>Physical Disability</u>  The data shows that a total of 2,952 service users receive social care for 'physical support.  <i>'Primary Support Reason - Mobility and Access'</i></p> <ul style="list-style-type: none"> <li>○ The largest group of service users receiving 'Access &amp; mobility support services' are married (122 clients).</li> <li>○ 103 are single.</li> <li>○ 130 service users did 'not declare' or status is 'unknown'.</li> </ul> <p><i>'Primary Support Reason – Personal Care Support'</i></p> <ul style="list-style-type: none"> <li>○ The largest group of service users receiving physical support services for 'Personal Care Support' are widowed at 31.3% (757 clients).</li> <li>○ 23% are married (557 clients).</li> <li>○ 19.7% (475 clients).</li> </ul> <p><u>Mental health</u>  The largest group of service users are:</p> <ul style="list-style-type: none"> <li>○ Single – 35% (247 clients)</li> <li>○ Married -17.3% (247 clients)</li> <li>○ Undeclared/not known -33% (233 clients)</li> </ul> <p><u>Sensory impairment</u>  <i>Primary Support Reason –support for visual impairment'</i>  The largest group of service users receiving support for visual impairment are:</p> <ul style="list-style-type: none"> <li>○ 22.7% are widowed ( 15 clients)</li> <li>○ 12.1% are single (8 clients)</li> <li>○ 7.6% are undeclared /not known ( 5 clients)</li> </ul> <p><i>Primary Support Reason –support for hearing impairment</i>  The largest group of service users receiving support for hearing impairment are:</p> <ul style="list-style-type: none"> <li>○ 9.1% are single (6 clients)</li> </ul>
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		<ul style="list-style-type: none"> <li>○ 7.6% are married (5 clients)</li> </ul> <p><i>Primary Support Reason –support for dual impairment</i></p> <p>The largest group of service users receiving support for dual impairment are:</p> <ul style="list-style-type: none"> <li>○ 6.1% are widowed ( 4 clients)</li> <li>○ 6.1% are divorced ( 4 clients)</li> </ul> <p>Learning Disability</p> <p>The largest group of service users receiving support for are</p> <ul style="list-style-type: none"> <li>○ Most of the service users are single at 67.8% (446).</li> </ul> <p><u>Assessment for Impact:</u></p> <ul style="list-style-type: none"> <li>○ <u>Physical Disability</u> - the largest group of service users receiving ‘Access &amp; mobility support services’ are married (122 clients). The majority of service users receiving physical support services for ‘Personal Care Support’ are widowed at 31.3% (757 clients).</li> <li>○ <u>Learning Disability</u> – the largest group of service users are single at 67.8% (446).</li> </ul> <p>The largest group of service users are single. Service users with Learning Disability and Physical Disability are likely to benefit from changes to their care packages, particularly those who are currently placed out of borough and wish to return to their local community. It is not expected that the proposals will have a disproportionate impact as the nature of the proposal is to maximise independence with support from the Local Authority, NHS and the Third Sector.</p>
Pregnancy and Maternity	N/A	Data not recorded so unable to assess for impact.
Other	N/A	Data not recorded so unable to assess for impact.

**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

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.

- It is recommended that social care management teams monitor the number of care packages that are reviewed to ensure service users' needs are in line with the Adults Social Work Practice framework.
- It is recommended that social workers monitor changes to care packages for 6 months to gauge service user satisfaction levels with the process and service and then at least annually in line with the Care Act guidance.
- The Carers Forum suggested that there it is a good idea to help LD service users live independently in the community. This will reduce social isolation. Concerns raised at Apian Court consultation cautioned the council to carefully manage the transition arrangements of moving back into the community, and to make sure that the carers are properly supported as more responsibility may be put on them. They also suggesting carrying out an audit of adapted homes that are not fully utilised for people with disability and develop an 'Adapted Homes Housing Register'.

<b>OPP TITLE:</b>		<b>Improving the efficiency of the community equipment service</b>						
<b>DIR:</b>		Adult Services				REF: ADU010		
<b>SERVICE:</b>		Adults Social Care				LEAD OFFICER: Cath Scholefield		
<b>TEAM:</b>						<b>THEMES:</b>		
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
A16	£ 852	£ 60	£ 60	£ 60	£ 180	No	No	No
FTE Reductions	12	0	0	0	0			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
<p>The Community Equipment Service provides assistive technology to support children and adults with disabilities to remain independent in their own homes. The service is funded in partnership with Barts Health and the Clinical Commissioning Group.</p> <p>It is proposed to improve the practice of recycling equipment in order to provide a more cost effective service, and to review the current, privately leased, accommodation of the service to determine whether efficiencies are possible, reducing outgoings from the Council in rental payments. This will achieve a more cost effective service whilst continuing to deliver equipment to those that need it.</p> <p>The council contributes £852k to the overall community equipment service budget. The Council has contracts totalling £710K for the procurement of equipment and the associated maintenance and repair of items.</p> <p>The council and health partners have just commissioned the Institute of Public Care to undertake a service review to consider the future operating models for the service and associated efficiencies. This work is likely to feed into future years savings plans.</p>								
<b>IMPLICATIONS</b> including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
None.								
<b>EQUALITIES SCREENING</b>								
	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
Does the change reduce resources available to address inequality?	No	The proposal aims to achieve financial savings through managing the service more efficiently with no impact on the provision of equipment						
Does the change reduce resources available to support vulnerable residents?	No	As above						
Does the change involve direct Impact on front line services?	No							
<b>CHANGES TO A SERVICE</b>								
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	There may be efficiencies in accommodation costs by reducing rental payments to private landlords						
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?	No							
Does the change involve a redesign of the roles of staff?	No							

<b>TITLE:</b>	<b>Commissioning and procuring efficient adult social care</b>							
<b>DIR:</b>	Adult Services							
<b>SERVICE:</b>	Commissioning and Health					REF: ADU011		
<b>TEAM:</b>	Strategic Commissioning / Vulnerable Adults Commissioning					LEAD OFFICER: Karen Sugars		
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
Various procurement related efficiencies	£ 86,815	£ 1,373	£ 1,077	£ -	£ 2,450			Yes
FTE Reductions	0	0	0	0	0			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
<p>The council has legal duties to meet the needs of people who are eligible for social care support. In Tower Hamlets, our social care budgets are under significant pressure due to rising demand for services and high levels of complex needs, coupled with continued reductions in funding from central government. As a result, it is crucial we review our contracts with providers of social care to ensure we can continue to meet the needs of everyone eligible for support in the most cost effective way.</p> <p>This savings opportunity involves reviewing services that are currently provided by external providers through contracts with the council. Savings will be achieved by a combination of negotiated reductions in contract values, reprourement to achieve lower prices and ending contracts for services where the required outcomes for services users are not being achieved.</p> <p>The council currently spends £73,342,169 on adult social care and a further £13,491,012 on services for vulnerable adults (formerly Supporting People). We estimate that a saving of 10% on contracts excluding home care will be achievable. For home care services, our commitment to the ethical care charter means that further cost reduction will not be possible.</p> <p>All contracts will be reviewed individually to ensure that the services being provided are effective in delivering for service users at a reasonable cost. This is part of a broader review of commissioning to secure a focus on high quality and value for money.</p> <p>Providers will be supported appropriately to change their business model where it is identified that changes in service provision are required.</p>								
<b>IMPLICATIONS TO CONSIDER</b> including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
The proposed saving is based on an estimated reduction of 10% on current contracts excluding home care. The actual savings delivered will depend on a detailed review of services as part of our ongoing commissioning programme, and may differ from the estimate in this proposal.								
<b>EQUALITIES SCREENING</b>								
	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
Does the change reduce resources available to address inequality?	Yes	The services for which termination / non-renewal or negotiated reductions in contract value are proposed, may have a wider impact in terms of addressing inequality. Changes will be fully assessed for any equalities impact as this proposal is implemented.						
Does the change reduce resources available to support vulnerable residents?	Yes	This will be achieved without adverse impact by ensuring that services are effectively meeting the needs of service users by removing duplication and working with suppliers to improve efficiency. Changes will be fully assessed for any equalities impact as this proposal is implemented.						
Does the change involve direct Impact on front line services?	Yes	This will be achieved without adverse impact by ensuring that services are effectively meeting the needs of service users by removing duplication and working with suppliers to improve efficiency. Changes will be fully assessed for any equalities impact as this proposal is implemented.						
<b>CHANGES TO A SERVICE</b>								
Does the change alter who is eligible for the service?	No							
Does the change alter access to the service?	Yes	Although this proposal will not change our eligibility criteria and access to social care, some services will cease to be available or may need to reduce access in order to continue to operate at a lower cost. Any changes will be fully assessed for equalities impact to ensure that where any adverse impact is identified this is mitigated.						
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	All of the individual proposals relate to services provided by external organisations in the private or voluntary sector, including a number which are locally based. The Council will work with providers to ensure that they understand and are supported in adapting to changing needs for services.
Does the change affect the Third Sector?	Yes	A number of the proposals relate to services currently provided by third sector organisations. The Council will work with providers to ensure that they understand and are supported in adapting to changing needs for services.
Does the change affect Assets?	No	
<b>CHANGES TO STAFFING</b>		
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**

Commissioning and procuring efficient adult social care services

### **1b) Service area**

Commissioning and Health

### **1c) Name and role of the officer/s completing the analysis**

Jack Kerr, Strategy, Policy and Performance Officer

## **Section 2: Information about changes to services**

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

The council has legal duties to meet the needs of people who are eligible for social care support. In Tower Hamlets, our social care budgets are under significant pressure due to rising demand for services and high levels of complex needs, coupled with continued reductions in funding from central government. As a result, it is crucial we review our contracts with providers of social care to ensure we can continue to meet the needs of everyone eligible for support, in the most cost effective way.

This saving proposal is a high level proposal and outlines potential savings of £1,373,000, 1.6% of the overall budget, as part of a commissioning review of adult social care services that are currently provided by external providers through contracts with the Council. Savings will be achieved through a combination of negotiated reductions in contract values, reprocurement to achieve lower unit prices, and termination / non-renewal of contracts for services where the required outcomes for services users are not being achieved. Opportunities for efficiencies will be explored through the re-tender of these services. This means giving consideration to how far it is possible to obtain the same quality of outcomes for vulnerable adults at lower cost, reducing inefficiency and stimulating innovation to achieve our overall strategic aims for vulnerable people.

The council currently spends £73,342,169 on adults' social care and a further £13,491,012 on services for vulnerable adults (formerly known as the 'Supporting People' service). All contracts will be reviewed individually based on best value principles to ensure that the services being provided are effective in achieving outcomes for service users at a reasonable unit cost. This is part of a broader review of commissioning to secure a focus on outcomes, high quality, and value for money. Current contracts with services in scope of this review are scheduled to expire throughout 2016, 2017 and 2018. Reviews will take place individually as each contract is due to expire as part of the normal contractual arrangements in place.

It should be noted that this is part of a longer term review of commissioned adult social care services in Tower Hamlets in which we have already identified savings and delivered better value for money over the last three years and will continue to do so as commissioned services come up for review over the next three years.

Providers will be supported appropriately to change their business model where it is identified that changes in service contract are required and to re-tender for these in the competitive market as required by procurement law.

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

It is important to note that as a result of this proposal Tower Hamlets Council will continue to meet adult social care needs within its existing resources. However, the Local Authority has a duty to meet these needs in the most cost effective way possible. The focus of this savings opportunity is on achieving better benchmarked unit costs and ensuring the maximisation of capacity within existing adult social care service contracts. Where it is identified that services are not delivering on required outcomes, and that there is scope for efficiencies to be made in order to deliver better value for money, some contracted adult social care services may be reduced or not renewed, or provided in other ways. This may impact services that address inequality. However, as part of the

normal, robust commissioning arrangements in place in Tower Hamlets any proposed service changes will be subject to a full equalities assessment at the appropriate time. Equality assessments are an integral part of the tendering process and any potential inequalities will be addressed in line with equality requirements within the contract.

The proposal will not have an impact on domiciliary care services or residential care services as both are excluded from the scope of this review.

The focus of any new commissioning will largely encompass the meeting of diverse needs that are met under the local authority's powers and duties under the Care Act. It is important to stress that focusing the commissioning spend on the intelligence we receive from users and carers is also a requirement of the Act and so what is currently commissioned may not entirely be what people want or need. The council is not seeking to change the eligibility threshold, eligible needs will be met in the most cost effective ways and so the market must be shaped in order to do this.

### **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"> <li>Please add a narrative to justify your claims around impacts and,</li> <li>Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making</li> </ul>																																																			
Race	Neutral	<p>The decision as to what contract to maintain, what contracts to reduce/redesign and what contracts to remove will be made at a later date. A full equalities impact assessment will be carried out in light of any proposed contract changes (as these are not currently known). This means there are no specific details available to draw conclusions from as to which groups will be most impacted. However, the current demographic composition of adult social care service users in Tower Hamlets in 2014/15 is as set out in the table below:</p> <table border="1" data-bbox="622 740 1447 1315"> <thead> <tr> <th data-bbox="631 746 1200 778">Ethnicity</th> <th data-bbox="1207 746 1317 778">Total</th> <th data-bbox="1323 746 1444 778">Total</th> </tr> </thead> <tbody> <tr> <td data-bbox="631 783 1200 815">Any other ethnic group</td> <td data-bbox="1207 783 1317 815">1.7%</td> <td data-bbox="1323 783 1444 815">78</td> </tr> <tr> <td data-bbox="631 820 1200 852">Any other ethnic group: Chinese</td> <td data-bbox="1207 820 1317 852">0.6%</td> <td data-bbox="1323 820 1444 852">27</td> </tr> <tr> <td data-bbox="631 857 1200 888">Asian or Asian British: Any other background</td> <td data-bbox="1207 857 1317 888">1.2%</td> <td data-bbox="1323 857 1444 888">59</td> </tr> <tr> <td data-bbox="631 893 1200 925">Asian or Asian British: Bangladeshi</td> <td data-bbox="1207 893 1317 925">23.9%</td> <td data-bbox="1323 893 1444 925">1127</td> </tr> <tr> <td data-bbox="631 930 1200 962">Asian or Asian British: Indian</td> <td data-bbox="1207 930 1317 962">1.1%</td> <td data-bbox="1323 930 1444 962">50</td> </tr> <tr> <td data-bbox="631 967 1200 999">Asian or Asian British: Pakistani</td> <td data-bbox="1207 967 1317 999">0.8%</td> <td data-bbox="1323 967 1444 999">36</td> </tr> <tr> <td data-bbox="631 1003 1200 1035">Black or Black British: African</td> <td data-bbox="1207 1003 1317 1035">5.9%</td> <td data-bbox="1323 1003 1444 1035">277</td> </tr> <tr> <td data-bbox="631 1040 1200 1072">Black or Black British: Any other background</td> <td data-bbox="1207 1040 1317 1072">1.4%</td> <td data-bbox="1323 1040 1444 1072">65</td> </tr> <tr> <td data-bbox="631 1077 1200 1109">Black or Black British: Caribbean</td> <td data-bbox="1207 1077 1317 1109">5.2%</td> <td data-bbox="1323 1077 1444 1109">247</td> </tr> <tr> <td data-bbox="631 1114 1200 1145">Mixed: Any other mixed background</td> <td data-bbox="1207 1114 1317 1145">0.3%</td> <td data-bbox="1323 1114 1444 1145">16</td> </tr> <tr> <td data-bbox="631 1150 1200 1182">Mixed: White and Asian</td> <td data-bbox="1207 1150 1317 1182">0.2%</td> <td data-bbox="1323 1150 1444 1182">9</td> </tr> <tr> <td data-bbox="631 1187 1200 1219">Mixed: White and black African</td> <td data-bbox="1207 1187 1317 1219">0.2%</td> <td data-bbox="1323 1187 1444 1219">11</td> </tr> <tr> <td data-bbox="631 1224 1200 1256">Mixed: White and black Caribbean</td> <td data-bbox="1207 1224 1317 1256">0.4%</td> <td data-bbox="1323 1224 1444 1256">21</td> </tr> <tr> <td data-bbox="631 1260 1200 1292">Not yet obtained</td> <td data-bbox="1207 1260 1317 1292">0.3%</td> <td data-bbox="1323 1260 1444 1292">16</td> </tr> <tr> <td data-bbox="631 1297 1200 1329">Undeclared / Not Known</td> <td data-bbox="1207 1297 1317 1329">5.5%</td> <td data-bbox="1323 1297 1444 1329">261</td> </tr> <tr> <td data-bbox="631 1334 1200 1366">White: Any other background</td> <td data-bbox="1207 1334 1317 1366">4.1%</td> <td data-bbox="1323 1334 1444 1366">194</td> </tr> </tbody> </table>	Ethnicity	Total	Total	Any other ethnic group	1.7%	78	Any other ethnic group: Chinese	0.6%	27	Asian or Asian British: Any other background	1.2%	59	Asian or Asian British: Bangladeshi	23.9%	1127	Asian or Asian British: Indian	1.1%	50	Asian or Asian British: Pakistani	0.8%	36	Black or Black British: African	5.9%	277	Black or Black British: Any other background	1.4%	65	Black or Black British: Caribbean	5.2%	247	Mixed: Any other mixed background	0.3%	16	Mixed: White and Asian	0.2%	9	Mixed: White and black African	0.2%	11	Mixed: White and black Caribbean	0.4%	21	Not yet obtained	0.3%	16	Undeclared / Not Known	5.5%	261	White: Any other background	4.1%	194
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Support with Memory & Cognition	5.1%	243									
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Gender	Neutral	<p>This shows which groups are currently accessing adult social care services in Tower Hamlets and which are therefore likely to be most affected if the current contracts were to change. Adult social care users, because of the nature of the contract, are more likely to be disabled than the general population and so any changes to these services are likely to affect them to a greater extent. However, the nature and extent of this impact will only be known once a decision is made as to what contracts are being changed and a full equalities impact assessment carried out in light of this as part of the commissioning process</p> <p>The decision as to what contracts to maintain, what contracts to reduce/redesign and what contracts to remove will be made at a later date. A full equalities impact assessment will be carried out in light of any proposed service changes (as these are not currently known). This means there are no specific details available to draw conclusions from as to which groups will be most impacted. However, the breakdown of adult social care service users by gender in Tower Hamlets in 2014/15 is as set out in the table below:</p> <table border="1"> <thead> <tr> <th>Gender</th> <th>Total</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>54.7%</td> <td>2582</td> </tr> <tr> <td>Male</td> <td>45.3%</td> <td>2139</td> </tr> </tbody> </table> <p>This shows which groups are currently accessing adult social care services in Tower Hamlets and which are therefore likely to be most affected if the current service contract was to change. In comparison with the profile of Tower Hamlets, whereby males account for 52% and females account for 48% of the population, females can be seen to be slightly overrepresented amongst adult social care service users. However, the extent of this impact will only be known once a decision is made as to what contracts are being changed and a full equalities impact assessment carried out in light of this as part of the commissioning process.</p>	Gender	Total	Total	Female	54.7%	2582	Male	45.3%	2139
Gender	Total	Total									
Female	54.7%	2582									
Male	45.3%	2139									

Gender Reassignment	Neutral	<p>There is no information available with regards to the 'gender reassignment' status of adult social care service users in Tower Hamlets. It is therefore difficult to anticipate what the impact will be on this group at this time. However, the decision as to what contracts to maintain, what contracts to reduce/redesign and what contracts to remove will be made at a later date. A full equalities impact assessment will be carried out in light of any proposed service changes (as these are not currently known).</p> <p>It should be noted that none of the current adult social care services within the scope of this review are specifically targeted at people who have undergone gender reassignment.</p> <p>The lack of comprehensive information on this issue is largely due to low levels of recording on systems. LGBT awareness training (including monitoring) is available for practitioners and will be promoted to staff to ensure more information is collected in future.</p>
Sexual Orientation	Neutral	<p>There is no information available with regards to the sexual orientation of adult social care service users in Tower Hamlets. It is therefore difficult to anticipate what the impact will be on this group at this time. However, the decision as to what contracts to maintain, what contracts to reduce/redesign and what contracts to remove will be made at a later date. A full equalities impact assessment will be carried out in light of any proposed service changes (as these are not currently known).</p> <p>It should be noted that none of the current adult social care services within the scope of this review are specifically targeted at the LGBT community.</p> <p>The lack of comprehensive information on this issue is largely due to low levels of recording on systems. LGBT awareness training (including monitoring) is available for practitioners and will be promoted to staff to ensure more information is collected in future.</p>

Religion or Belief	Neutral	<p>The decision as to what contracts to maintain, what contracts to reduce/redesign and what contracts to remove will be made at a later date. A full equalities impact assessment will be carried out in light of any proposed service changes (as these are not currently known). This means there are no specific details available to draw conclusions from as to which groups will be most impacted. However, the breakdown of adult social care service users by religion in Tower Hamlets in 2014/15 is as set out in the table below:</p> <table border="1" data-bbox="624 501 1447 880"> <thead> <tr> <th>Religion</th> <th>Total</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Buddhist</td> <td>0.4%</td> <td>18</td> </tr> <tr> <td>Christian</td> <td>38.3%</td> <td>1809</td> </tr> <tr> <td>Hindu</td> <td>0.5%</td> <td>22</td> </tr> <tr> <td>Jewish</td> <td>2.8%</td> <td>132</td> </tr> <tr> <td>Muslim</td> <td>28.9%</td> <td>1364</td> </tr> <tr> <td>No Religion</td> <td>2.5%</td> <td>116</td> </tr> <tr> <td>Not Stated</td> <td>11.7%</td> <td>550</td> </tr> <tr> <td>Other Religion</td> <td>1.4%</td> <td>68</td> </tr> <tr> <td>Sikh</td> <td>0.3%</td> <td>15</td> </tr> <tr> <td>Undeclared / Not Known</td> <td>13.3%</td> <td>627</td> </tr> </tbody> </table> <p>This shows which groups are currently accessing adult social care services in Tower Hamlets and which are therefore likely to be most affected if the current service contract was to change. In Tower Hamlets, Muslims (38%) account for the largest group closely followed by Christians (29%). Christians can therefore be seen to be slightly overrepresented amongst adult social care service users. However, the extent of this impact will only be known once a decision is made as to what contracts are being changed and a full equalities impact assessment carried out in light of this as part of the commissioning process</p>	Religion	Total	Total	Buddhist	0.4%	18	Christian	38.3%	1809	Hindu	0.5%	22	Jewish	2.8%	132	Muslim	28.9%	1364	No Religion	2.5%	116	Not Stated	11.7%	550	Other Religion	1.4%	68	Sikh	0.3%	15	Undeclared / Not Known	13.3%	627
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Age	Neutral	The decision as to what contracts to maintain, what contracts to reduce/redesign and what contracts to remove will be made at a later date. A full equalities impact assessment will be carried out in light of																																	

		<p>any proposed service changes (as these are not currently known). This means there are no specific details available to draw conclusions from as to which groups will be most impacted. However, the breakdown of adult social care service users by age in Tower Hamlets in 2014/15 is as set out in the table below:</p> <table border="1"> <thead> <tr> <th>Age Band</th> <th>Total</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>18-64</td> <td>41.6%</td> <td>1966</td> </tr> <tr> <td>65+</td> <td>58.4%</td> <td>2755</td> </tr> </tbody> </table> <p>This shows which groups are currently accessing adult social care services in Tower Hamlets and which are therefore likely to be most affected if the current service contract was to change. In Tower Hamlets, 72% of the population are aged 18-64 whilst only 6% are aged 65 and over. People aged 65 are the main users of the services and any changes are likely to have a greater impact on this group. However, the nature and extent of this impact will only be known once a decision is made as to what contracts are being changed and a full equalities impact assessment carried out in light of this as part of the commissioning process</p>	Age Band	Total	Total	18-64	41.6%	1966	65+	58.4%	2755
Age Band	Total	Total									
18-64	41.6%	1966									
65+	58.4%	2755									
Socio-economic	Neutral	<p>There is no information available with regards to the economic status of adult social care service users in Tower Hamlets. It is therefore difficult to anticipate what the impact will be on this group at this time. However, the decision as to what contracts to maintain, what contracts to reduce/redesign and what contracts to remove will be made at a later date. A full equalities impact assessment will be carried out in light of any proposed service changes (as these are not currently known).</p>									
Marriage and Civil Partnerships.	Neutral	<p>The decision as to what contracts to maintain, what contracts to reduce/redesign and what contracts to remove will be made at a later date. A full equalities impact assessment will be carried out in light of any proposed service changes (as these are not currently known). This means there are no specific details available to draw conclusions from as to which groups will be most impacted. However, the breakdown of adult social care service users by marriage and civil partnership status in Tower Hamlets</p>									

		<p>in 2014/15 is as set out in the table below:</p> <table border="1"> <thead> <tr> <th>Marital Status</th> <th>Total</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Cohabiting</td> <td>0.7%</td> <td>32</td> </tr> <tr> <td>Divorced</td> <td>4.9%</td> <td>232</td> </tr> <tr> <td>Married</td> <td>19.5%</td> <td>920</td> </tr> <tr> <td>Same sex in civil partnership</td> <td>0.0%</td> <td>2</td> </tr> <tr> <td>Separated</td> <td>4.4%</td> <td>207</td> </tr> <tr> <td>Single</td> <td>29.0%</td> <td>1370</td> </tr> <tr> <td>Undeclared / Not Known</td> <td>19.7%</td> <td>930</td> </tr> <tr> <td>Widowed</td> <td>21.8%</td> <td>1027</td> </tr> <tr> <td>Same sex not in civil partnership</td> <td>0.0%</td> <td>1</td> </tr> </tbody> </table> <p>This shows which groups are currently accessing adult social care services in Tower Hamlets and which are therefore likely to be most affected if the current service contract was to change. However, the extent of this impact will only be known once a decision is made as to what services are being changed and a full equalities impact assessment carried out in light of this as part of the commissioning process</p>	Marital Status	Total	Total	Cohabiting	0.7%	32	Divorced	4.9%	232	Married	19.5%	920	Same sex in civil partnership	0.0%	2	Separated	4.4%	207	Single	29.0%	1370	Undeclared / Not Known	19.7%	930	Widowed	21.8%	1027	Same sex not in civil partnership	0.0%	1
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Widowed	21.8%	1027																														
Same sex not in civil partnership	0.0%	1																														
Pregnancy and Maternity	Neutral	There is no information available with regards to the pregnancy status of adult social care service users in Tower Hamlets. It is therefore difficult to anticipate what the impact will be on this group at this time. However, the decision as to what contracts to maintain, what contracts to reduce/redesign and what contracts to remove will be made at a later date. A full equalities impact assessment will be carried out in light of any proposed service changes (as these are not currently known).																														
Other		Not applicable																														

**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
Reducing or not renewing current adult social care contracts for adult social care services may have a potential adverse impact on access to social care services.	As each service comes up for review further individual equality analysis and consultation will take place as part of a robust commissioning process to ensure that identified social care needs are met through more efficient service contract. Equality assessments are an integral part of the tendering process. Any proposed service changes will be subject to an equalities assessment at the appropriate time and addressed in line with equality requirements within the contract.

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.

Before existing services are reduced or not renewed a full equality analysis will take place as part of the commissioning process.. Equality assessments are an integral part of the tendering process. Any proposed service changes will be subject to an equalities assessment at the appropriate time and addressed in line with equality requirements within the contract.

Any impact will be monitored through the commissioning contract cycle.



<b>TITLE:</b>		<b>Working with the NHS to deliver jointly funded care packages</b>						
<b>DIR:</b>		Adult Services						
<b>SERVICE:</b>		Adults Social Care				REF: ADU012		
<b>TEAM:</b>		Adults Social Care				LEAD OFFICER: Luke Addams		
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
Joint Funding Opportunities	£ 73,504	£ 1,000	£ -	£ -	£ 1,000	No	No	
FTE Reductions	0	0	0	0	0			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
<p>The council and the NHS jointly fund care packages where people have both health and social care needs. This proposal is about renegotiating with our NHS partners, to ensure both parties are making an appropriate contribution and splitting the costs fairly.</p> <p>This proposal will involve agreeing a process with health partners which will involve a robust assessment clearly identifying the Council's duty and the NHS duty. A joint panel will enhance good practice through reviewing cases to assess contributions from health partners and correctly attribute costs between health and social care. The savings which are expected as a result of agreeing this new process with health partners are expected to be circa £1m. Savings to the Council will be achieved through reallocating costs between the Council and the NHS. The services that people need will not be changed or stopped.</p>								
<b>IMPLICATIONS TO CONSIDER</b>								
<p><b>including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT</b></p> <p>The process will require consultation with the CCG. The proposed savings are based on an estimate of the extent to which negotiation with the CCG will result in a reduction in the Council's contribution to the cost of care packages. The actual savings delivered will depend on the outcome of negotiation in relation to individual cases and may therefore differ from the estimate in this proposal.</p>								
<b>EQUALITIES SCREENING</b>								
	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
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							
<b>CHANGES TO A SERVICE</b>								
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 will be raised from NHS partners, with no impact on the care provided to service users.						
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							
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?	No							
Does the change involve a redesign of the roles of staff?	No							
<b>Page 213</b>								

# **Children's Savings 2016/17**

OPP TITLE:		Undergraduate & PGCE bursaries						
DIR:		Children's Services				REF: CHI003/16-17 - formerly ESCW062/15-16		
SERVICE:		Learning & Achievement				LEAD OFFICER: Terry Parkin		
TEAM:						THEMES: De-commissioning, Reducing services		
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Net Savings 18/19 £000	Total Saving	Invest to Save 15/16	Start before Sep 2015	Is an EA Req?
Review student support (Teacher)	£ 307	£ 161	£ 54	£ 15	£ 230	N	No	Yes
FTE Reductions	0	0	0	0	0			
DETAILS OF SAVINGS OPPORTUNITY								
<p>This opportunity suggests ceasing any new awards of our teacher training bursary. The current teacher training bursary schemes consist of an award of £3,000 that is paid to up to 10 residents each year completing a PGCE primary course taking up employment in a Tower Hamlets school, and £6,000 to up to 5 residents a year completing undergraduate studies. The bursary scheme was developed in 1998 to address teacher shortages and the underrepresentation of Black and Minority Ethnic (BME) teachers in Tower Hamlets schools. Prior to the setting up of the schemes, the proportion of BME teachers in Tower Hamlets schools was 14% (April 2000) compared with a BME pupil population of 71%.</p> <p>Over the last 12 years 153 local people have benefited from the bursary, 71% of whom have been BME and 74% women. This bursary, alongside other initiatives, has helped to increase the proportion of BME teachers in the borough to 30% (Nov 2010) and in particular teachers of Bangladeshi heritage (12%). 59% of the recipients of the bursary have been PGCE primary students.</p> <p>There is no longer a shortage of people taking up teacher training courses. We are not aware of any other local authorities that offer this support.</p>								
IMPLICATIONS TO CONSIDER including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
None								
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 Council's contribution to the costs for students completing PGCE courses will cease, although all existing awards will continue to be met. A full EA will be required to assess any impact.						
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?	Yes	No new bursaries will be granted. A full EA will be required to assess any 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?	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**

Cessation of undergraduate & PCGE Bursaries

### **1b) Service area**

Learning and Achievement

### **1c) Service manager**

Terry Parkin

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

Jebin Syeda, Strategy Policy and Performance Officer

## **Section 2: Information about changes to services**

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

#### **Introduction**

In 1999 the council introduced a package of incentives to address teacher shortages (including teacher shortage) which had led to an unstable teaching workforce. Additionally, the council sought to address the issue of under representation of Black and Minority Ethnic

teachers in Tower Hamlets Schools. Prior to the setting up of the incentive package, the proportion of BME teachers (excluding teaching assistants) in Tower Hamlets schools was 14% (April 2000) compared with a BME pupil population of 71%. Although at the time this was thought to be above the national average, the composition of the Tower Hamlets teaching workforce was still not sufficiently representative of the borough's population. The shortage of teachers and the under representation of BME staff became a priority.

The proposal aimed to enable local school based staff to progress in the teaching career and in the context of a wider retention policy, it encouraged local people to progress and remain teaching in local schools addressing the teacher shortage and unstable workforce issue. The scheme had developed ahead of the national recognition that diversification of the teaching workforce enabled children from all backgrounds to have role models and that this can act as the solution to address underachievement.<sup>1</sup>

To address the issues, the original incentives package offered support staff based in local schools the opportunity to acquire a range of qualifications. Over the years the package of incentives has changed and adapted to need and funding availability. These are now as below:

Outlined in the table below are the initiatives currently funded:

**Table 1 – Initiatives offered during 2015/16**

NAME OF GRANT	£'000	RECIPIENTS	BENEFICIARY OF GRANTS / PROPOSED RECIPIENT
GCSE fees	3 (subject to student numbers)	Tower Hamlets school employees	Payment of tuition fees for Tower Hamlets employed teaching assistants on Tower Hamlets College's GCSE courses as well as equivalency tests with external providers
Foundation degree tuition fee payments	48 (subject to student numbers)	Tower Hamlets school employees	An annual contribution of £1k towards the tuition fees for each Tower Hamlets employed teaching assistant on the University of Cumbria Foundation degree. The duration of the programme is 3 years. In addition there are fees of £185 for bridging students seeking to complete the final year of the BA QTS degree programme

<sup>1</sup> <http://www.independent.co.uk/news/education/schools/role-model-why-teachers-need-to-represent-all-parts-of-the-community-1932339.html>

BA QTS (Qualified Teacher Status) degree bursary	150 (subject to student numbers)	Tower Hamlets school employees	A bursary of £10k paid in 3 instalments to Tower Hamlets employed teaching assistants resigning from employment to join the final year of a full-time BA QTS degree programme with the University of Cumbria to gain Qualified Teacher Status
PGCE bursary	30 (subject to student numbers)	Tower Hamlets residents	A bursary of £3k paid to local residents taking up employment in a Tower Hamlets school

The pressures on the council to reduce its spending has increased year on year and will only continue to do so given the current government's austerity measures. The council is increasingly looking to find areas with the least severity of impact on front line services. Given that the teacher shortage and BME representation in teaching has improved as demonstrated in the data below, the council is now proposing to cease the incentive package.

Under the current incentives package, we anticipate that ceasing the incentives packages will save the council £230,000 from a base budget of £307,000 by phasing it out over a three year period from 2016/17. This will ensure that those who are already taking up an incentives package can continue on the scheme to complete their training. This change will therefore only impact on those who are not on the scheme but may be thinking about career progression. No new applications will be accepted for the year 2016/17 and subsequent years saving £161,000 in that year. The budget for 2017/18 will be set at £54,000 and £15,000 for 2018/19 to enable us to continue to support those who have already commenced training.

The incentives package has to date addressed the need for a more stable workforce and addressed the issue calling for more BME school staff who reflect the community of Tower Hamlets. The local teacher training college which has gone from strength to strength with the introduction of the incentives package will continue to a local option support for those who want to progress but may not be able to undertake studies away from home due to commitments, financial impact and travelling time. The local authority remains committed to and challenging itself to provide the best outcomes for our local young children and young people, this commitment does not change with the decision to cease funding for courses. Teaching will remain a key profession for those who have an interest and we currently have no challenge in recruiting teachers to our local school as people are attracted to a borough where more than 80% of our schools are good or outstanding.

### Impact of incentive scheme and current school workforce

Over time the incentives package has addressed the issues it set out to address and some of its key successes over time can be highlighted as below<sup>2</sup>:

1. The partnership with St Martins College has been key to delivery and in 2008, 33% of all Newly Qualified Teachers (NQTs) in Tower Hamlets schools were trained through this partnership;
2. 68% of Tower Hamlets schools have employed at least one trainee through this partnership, some schools have employed as many as eight students as teachers;
3. In the first 10 years of the incentive, 347 people have received funding on Initial Teacher Training (ITT) courses leading to Qualified teacher Status (QTS). At the time 268 qualified as teachers with 95% being offered employment in a school in Tower Hamlets;
4. The average number of trainee teachers funded annually on ITT is 34.7;
5. In 2000, at the inception of the incentives package, only 14% of teachers were from BME backgrounds. In 2009 this figure had more than doubled to 29%. The representation of Bangladeshi teachers changed doubled from 6.% to 12%; more recent figures show we now have 17% of teacher as with Qualified Teacher Status who are Bangladeshi;
6. We know that the vacancy rates over the years, since the incentives package was introduced has reduced;
7. A survey of those who benefited (and returned the survey) in May 2009 demonstrated that 12% had already been promoted to senior management positions, 12% were seeking promotion and 45% were interested but not yet;
8. Case study evidence of students who have benefited from the incentives package demonstrate the positive impact the incentive has had on people's careers and the passion they bring to the teaching profession;
9. We also know that at October 2015, the gender profile of beneficiaries is 84% females and 16% male;

The support package has clearly made positive contribution and trained more than 1000 people; it is popular with consultation feedback showing that on the whole people want it to continue.

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<sup>2</sup> Recruiting teachers from the local community: 10 year on, 2009, Human Resources Strategy, Tower Hamlets Council

Table 2 – Data comparison

Ethnicity breakdown based on Census 2011 data <sup>3</sup>	Age 5 to 17 as the school age population	Age 18 to 64 as the working age group	All age population	Workforce data from schools – October 2015		Beneficiaries of the local incentive scheme to recruit, train and retain local teaching staff	
White	14.2%	35.7%	32.8%	White British only	44.5%	White	34.8
Other White	2.7%	15.8%	12.4%	Other white	10.9%		
Mixed/multiple ethnic group	6.1%	3.3%	4.1%	Mixed	3.4%	Mixed	1.9
Asian/Asian British (excluding Bangladeshi)	4.1%	10.8%	9.1%	Asian (excluding Bangladeshi)	4.7%	All Asian	53.5%
Bangladeshi	61.6%	25.3%	32.0%	Bangladeshi only	23.4%		
Black/African/Caribbean/Black British	9.4%	6.6%	7.3%	Black	7%	Black	7.1
Other ethnic group	1.9%	2.5%	2.3%	Chinese	0.3%	Other or unspecified	2.7%
				Other ethnic groups	5.8%		

Key points to draw from data comparison above:

1. Beneficiaries are from different community groups;
2. School age population is significantly different from the working age population. Bangladeshi youth make up the largest group in the school age population with white adults making up the largest working age group;

<sup>3</sup> [http://www.towerhamlets.gov.uk/ignl/community\\_and\\_living/borough\\_profile/research\\_tools\\_and\\_guidance/tools.aspx](http://www.towerhamlets.gov.uk/ignl/community_and_living/borough_profile/research_tools_and_guidance/tools.aspx)



3. White British are over represented in the schools workforce (44.5%) compared to the working age population (35.7%) and all age population (32.8%);
4. Overall Bangladeshi teachers as a percentage of all teachers with Qualified Teaching Status is approximately 17% which is 8.3% below the working age population; Asian, black and Chinese staff make up 35.4% of the schools workforce.

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

This savings proposal has been screened for equalities relevance using the test of relevance questionnaire attached (Appendix A).

This proposal seeks to cease the council's contribution to the costs for students completing course to progress in their teaching profession. In relation to the test of relevance questions, we know that this will:

Reduce the level of resources available to address inequality – The incentives were introduced to address teacher shortages and BME representation, both these areas improved within the first 10 years of the introduction of the scheme and currently there are no issues in relation to both of these areas. Most of the beneficiaries have secured employment in local Tower Hamlets schools and the vacancies rates have dropped. The BME representation in the workforce has improved.

Reduce or remove income transfers to service users – The incentives package allowed for the financial burden of paying for the course to be carried by the local authority enabling those in lower social economic situations to progress in their careers with the aim of addressing BME under-representation and teacher shortages. Although this was not a direct aim of the policy, this has been one of the positive outcomes of this scheme.

### Current school based workforce October 2015

Some data has been available on the current workforce. The data above only counts teachers and teaching staff who are directly involved in classrooms, this data therefore excludes those support staff not based in classroom for pupil or learning support. Teaching Assistants who are not employed directly by the school or the LA (e.g. Agency TA) are not included, neither are casual/volunteer staff; neither are staff expected to work less than 4 weeks in the same post. Only maintained schools' staff are included below. Staff count is at the point of the most recent School Workforce Census date (6/11/2014) to date.

**Figure 1 Age profile of teachers and teaching assistants**

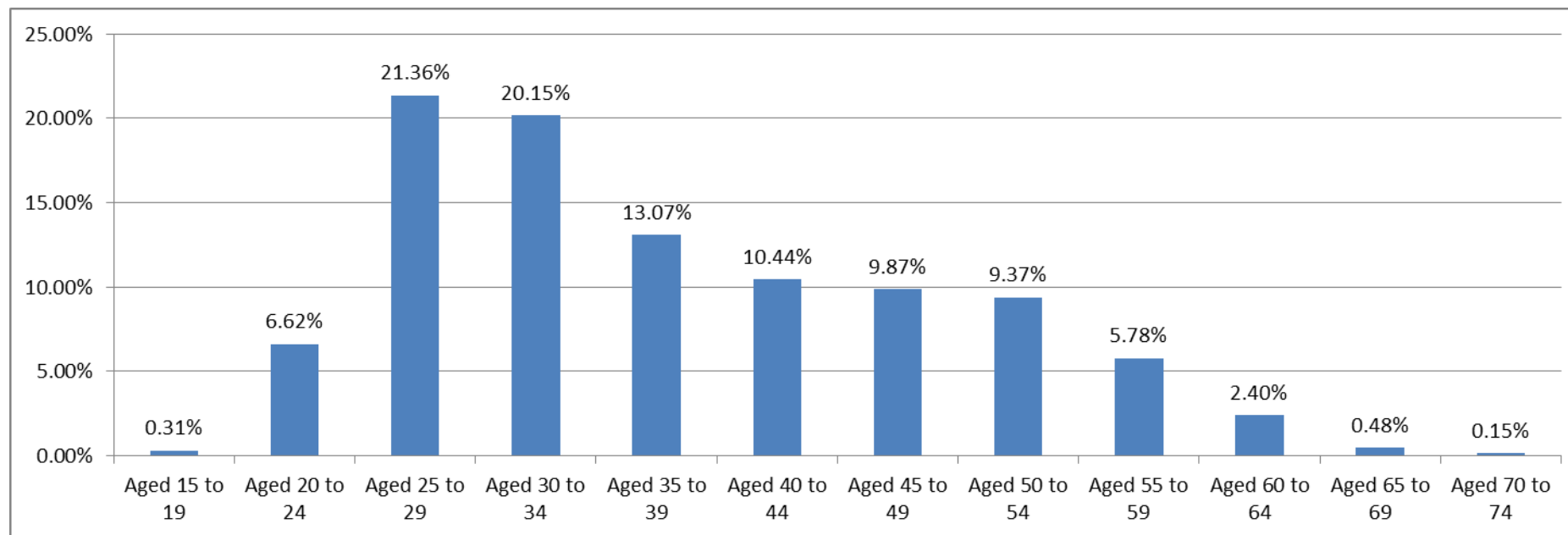


Figure 2 Gender of workforce

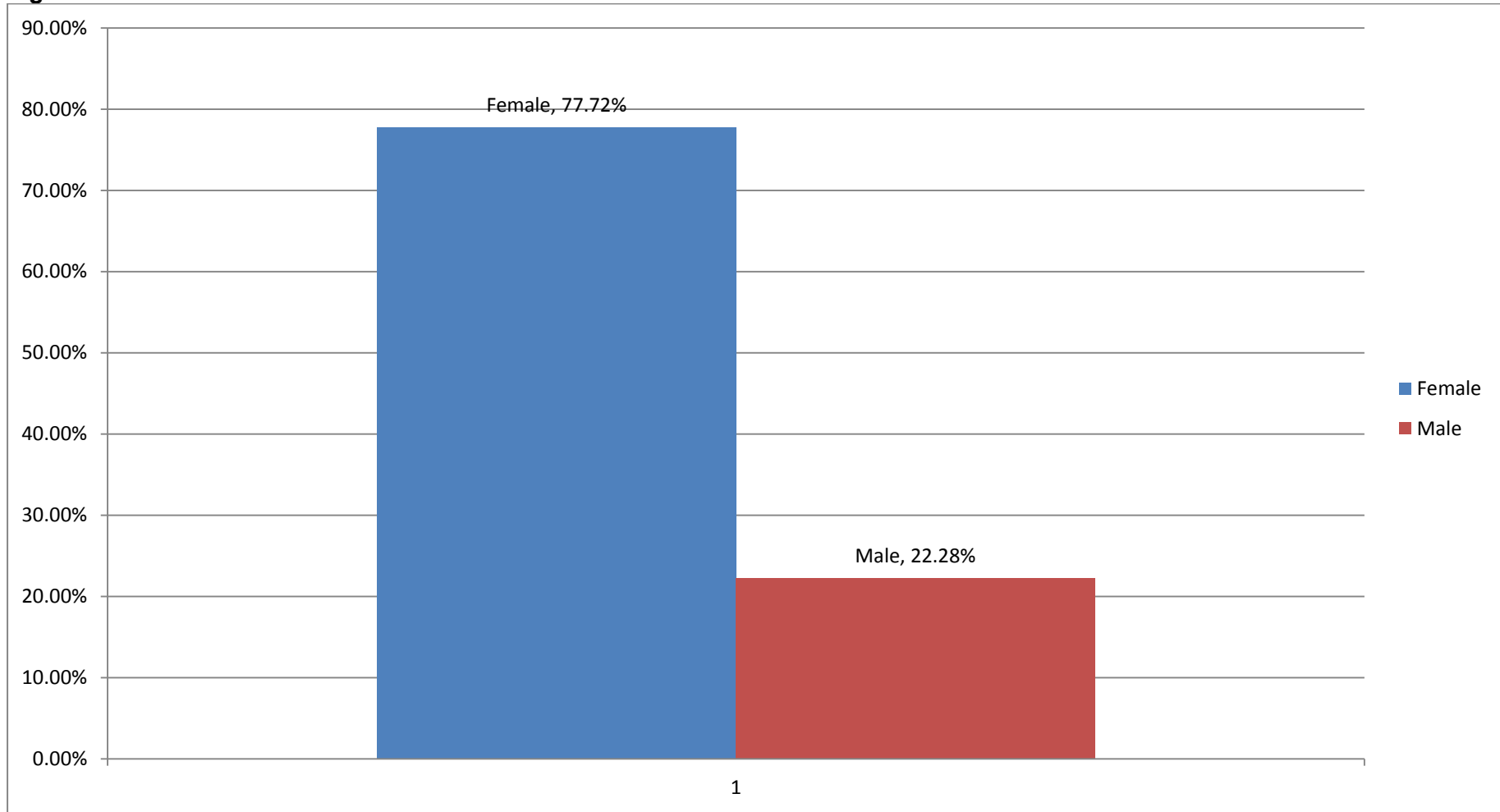


Figure 3 Ethnicity of Workforce

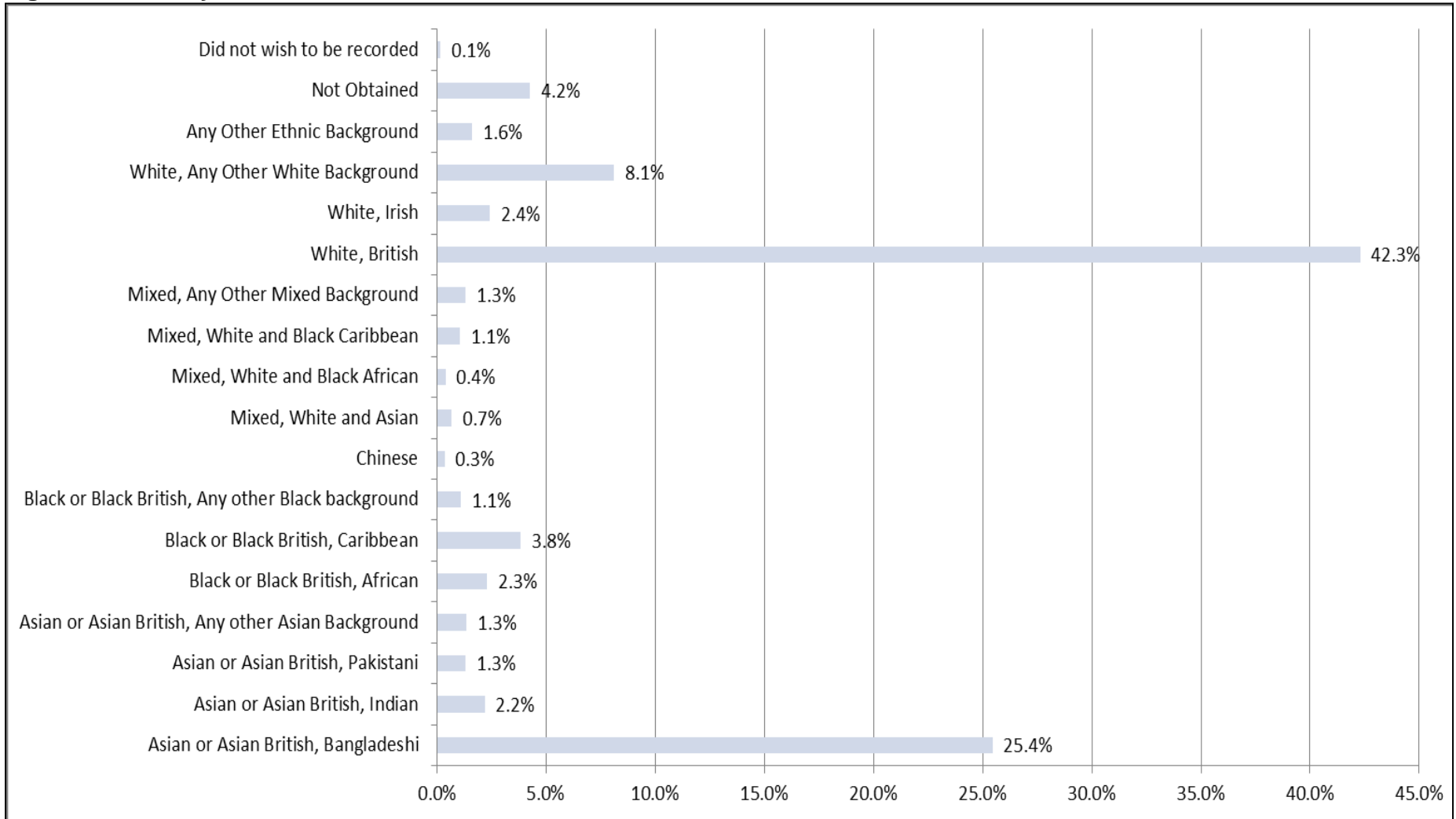
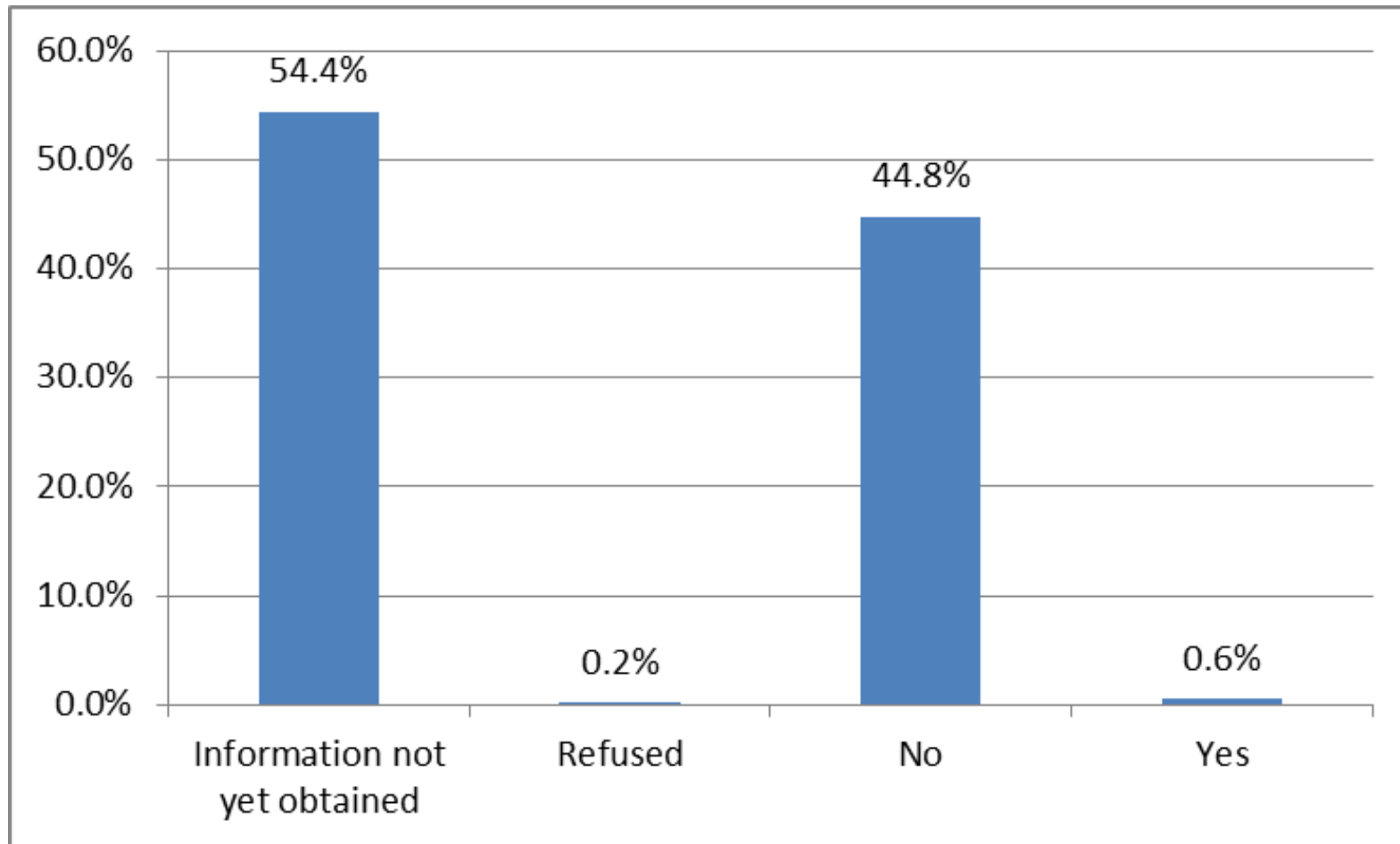


Figure 4 Disability of workforce



**Feedback from consultation:**

The council has sought the views of both staff and residents to identify what the impact of the proposal is likely to be.

8 responses were received from staff through the staff consultation. 24 responses were received through the council's main website; the responses here include those from schools based staff possibly because they have contributed as residents. The responses received from the Council's website shows 75% thought the proposal would not have a positive impact and 25% thought it would have a positive impact. Of the returns from staff, there was a 50/50 split.

Throughout the responses, Teaching Assistants were identified as the hardest hit in recognition of their low income and it was felt that low income families would be hard hit. The responses strongly recognised that the support package had helped men to enter and progress into the profession who are traditionally not well represented in the schools workforce.

**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.

<b>Target Groups</b> What impact will the proposal have on specific groups of service users and staff?	<b>Impact</b> <b>Positive</b> <b>Adverse</b>	<b>Reason(s)</b> <ul style="list-style-type: none"> <li>• Please add a narrative to justify your claims around impacts and,</li> <li>• Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making</li> </ul>
Race	Neutral	<p>This policy set out to address BME representation and teacher shortages in the schools workforce. The incentive has benefited all community groups although the Asian group make up more than 50% of beneficiaries. This is in line with the aims of the policy and is also reflected in the current profile of the schools workforce which is now reflective of the community.</p> <p>The Bangladeshi working age population (25.3%) and the schools workforce (25.4%) is almost identical with a 0.1% difference. It could be argued that the school workforce should more closely reflect the school age population (61.6%) However we can only recruit and retain local teachers from the local working age population, and this was the aim of the incentive. Nationally, 87.5% of teachers are white British, locally it is 42.4%</p> <p>The consultation shows differences of opinion about the need for a specific scheme to encourage BME representation; however it did not raise any equality impact or risk to any particular race group.</p> <p>For those who are interested in the scheme and would now not have access to the local authority scheme, the government support for training in the teaching profession will continue to be available although not necessarily administered by the local authority. This would be through student finance or training bursaries<sup>4</sup>. The local authority can raise awareness of this support locally so that all groups have an opportunity to access government support.</p> <p>Locally, the London East Teacher Training Alliance which is based in one of our local primary schools</p>

<sup>4</sup> <https://www.gov.uk/teacher-training-funding>

		runs annual recruitment to support people access Schools Direct – this is employment based training for graduates as an alternative to a PGCE to get interested applicants into the profession. This will continue to support local people.
Disability	Neutral	<p>Over 50% of the schools workforce data is unknown. A small number declare themselves disabled. The scheme was open to all and the policy did not set out to address disability representation.</p> <p>The consultation did not raise any equality impact or risk to disabled people.</p>
Gender	Neutral	<p>In 2014, nationally, 80 per cent of the full-time equivalent number of employees working in schools were female, and female teachers accounted for 74 per cent of all teachers<sup>5</sup>. The challenge of under-representation of male school based staff is therefore not just a local issue. Our school based staff profile is broadly in line with the national statistics for gender representation.</p> <p>Nationally, it is true that females are more likely to be represented in the primary phase than secondary but there is no local data to compare with at this point. For course participants, there is no data available by breakdown of whether they progressed to primary or secondary so this analysis was not possible.</p> <p>The scheme was open to all and the policy did not set out to address gender representation. The consultation material drew our attention to the fact that the incentive attracted a high percentage of male students and helped to address the local and national shortage of male teachers, of the course participants 16% are male.</p> <p>For those who are interested in the scheme and would now not have access to the local authority scheme, the government support for training in the teaching profession will continue to be available although not necessarily administered by the local authority. This would be through student finance or training bursaries. The local authority can continue to raise awareness of this support locally so that all age groups have an opportunity to access government support.</p>

<sup>5</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/440577/Text\\_SFR21-2015.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/440577/Text_SFR21-2015.pdf)



		<p>Locally, the London East Teacher Training Alliance which is based in one of our local primary schools runs annual recruitment to support people access Schools Direct – this is employment based training for graduates as an alternative to a PGCE to get interested applicants into the profession. This will continue to support local people.</p>
Gender Reassignment	Neutral	<p>The schools workforce census is a national dataset and does not collect information on gender re-assignment.</p> <p>The scheme was open to all and the policy did not set out to address gender reassignment representation.</p> <p>The consultation material did not raise any equality impact or risk issues for this group.</p>
Sexual Orientation	Neutral	<p>The schools workforce census is a national dataset and does not collect information on gender re-assignment. The policy did not intend to address under-representation of sexual orientation.</p> <p>The consultation material did not raise any equality impact or risk issues for this group.</p>
Religion or Belief	Neutral	<p>Muslim, Christian and no religion are the largest groups in this order in the profile of religious status in Tower Hamlets. The policy did not intend to address under-representation of any particular religious groups.</p> <p>The consultation material did not raise any equality impact or risk issues for this group.</p>
Age	Possible adverse	<p>The 25 to 29 age group make up the largest group of the local teaching workforce and a steady decline is noted as the age bands drop by 5 years. There is a similar pattern nationally. Teachers in primary schools are slightly younger on average than those in secondary schools.</p> <p>The policy did not intend to address under-representation of any particular age groups. The consultation raised the issue that mature school based staff who have not had a chance to pursue educational attainment but may want to through the support will now no longer have the support. The government support for training in the teaching profession will continue to be available although not</p>

		<p>necessarily administered by the local authority. This would be through student finance or training bursaries. The local authority can raise awareness of this support locally so that all age groups have an opportunity to access government support.</p> <p>Locally, the London East Teacher Training Alliance which is based in one of our local primary schools runs annual recruitment to support people access Schools Direct – this is employment based training for graduates as an alternative to a PGCE to get interested applicants into the profession. This will continue to support local people.</p>
Socio-economic	Neutral	<p>The policy set out to address BME representation and teacher shortages and the incentive to draw participants in was a financial one. This addressed and supported in particular the barriers faced by those with low income although not a direct aim of the policy.</p> <p>The consultation material drew attention to the fact that teaching assistants who are on lower income levels in the schools workforce will be most adversely affected as they will not be able to carry the financial burden of taking time out of full time employment to undertake the courses needed. The proposal does not, however, remove any income from existing recipients of the bursary. The scheme which did not set out with the intention of address social economic difficulties and as such the impact therefore is neutral.</p>
Marriage and Civil Partnerships.	Neutral	<p>The policy did not intend to address under-representation of any particular marriage or civil partnership group.</p> <p>The consultation material did not raise any equality impact or risk issues for this group.</p>
Pregnancy and Maternity	Neutral	<p>The policy did not intend to address under-representation of any particular pregnancy or maternity group.</p> <p>The consultation material did not raise any equality impact or risk issues for this group.</p>
Other	Neutral	No other impact categories were 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
<p><b>The outcomes of the schemes and the consultation feedback suggests that different gender, age and race groups may be adversely affected by the removal of the scheme.</b></p>	<p>The government support for training in the teaching profession will continue to be available although not necessarily administered by the local authority. This would be through student finance or training bursaries. The local authority can raise awareness of this support locally so that all age groups have an opportunity to access government support.</p> <p>We raise awareness locally through the London East Teacher Training Alliance which is based in one of our local primary schools. Annual recruitment takes place to support people access Schools Direct – this is employment based training for graduates as an alternative to a PGCE to get interested applicants into the profession. This will continue to support local people.</p>

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.

OPP TITLE:		Realignment of funding and efficiencies in early years provision						
DIR:	Children's Services					REF: CHI004		
SERVICE:	Children's Services					LEAD OFFICER: Terry Parkin		
TEAM:	Learning & Achievement - Early Years					THEMES:	Delivering Differently	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Net Savings 18/19 £000	Total Saving	Invest to Save 15/16	Start before Sep 2015	Is an EA Req?
H82/G13	£ 13,678	£ 4,368	£ -	£ -	£ 4,368	N	No	Yes
FTE Reductions	261	2	0	0	2			
DETAILS OF SAVINGS OPPORTUNITY								
<p>The council currently organises its children's centres and early years work through two separate teams. The intention is to bring these two teams together to make savings in the management and administration of early years services, and at the same time, end the General Fund subsidy of £3,818k to the Dedicated Schools Grant (DSG), provided to support early years services.</p> <p>Expenditure on central early years services and children's centres is high when compared to similar local authorities and outcomes from this expenditure are mixed. Performance on meeting government targets for 2 year old places is significantly lower than our statistical neighbours when measured by a percentage: around two-thirds of our two years olds are not engaged with our children's centres. Outcomes at the end of reception for the Early Years Foundation Stage Profile (EYFSP) for lower income families are very good compared to statistical neighbours, but for other children they are disappointing when compared to the outcomes being achieved by older children in primary schools. Ofsted outcomes for schools are unusually high: one school out of 80 is in special measures for EYFS. The rest are good or better. 82% of our private and voluntary settings are good or better according to Ofsted. However, at present nine out of twelve children's centres, and all inspected over the last two years, have been judged to require improvement. We are determined to improve our early years services, including children's centres, ensuring that they better meet local need.</p> <p>Many high performing boroughs have integrated 0-5 provision as part of a clear early help offer: we do not. As a consequence, our teams sit alongside each other but with significant duplication in 'back office' functions. As a result of this proposal, all non-children's centres and early years services will be funded from the DSG in line with its core purpose to provide childcare and education to very young children. We will use our buildings better to ensure that parents are able to easily access a full range of services with children's centres operating as the main delivery buildings. We will also take the opportunity of recommissioning the health visitors' contract to embed health staff in our children's centres giving parents a reason to visit where they can then be provided with a wide range of supportive opportunities. As we increase uptake, unit costs will be reduced. Any specific changes to services will be consulted on with service users as the proposal is implemented.</p> <p>Increasing the take up of 2 year old places will also ensure that DSG funding is maximised, by enabling us to claim government funding for 2 year old places that we cannot currently claim. This will enable us to reduce the subsidy whilst improving services.</p>								
IMPLICATIONS TO CONSIDER								
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
This would generate significant financial savings, but would require the agreement of the Schools Forum in order to transfer services into DSG funding. Discussions have already taken place indicating that the Forum will agree to this change. The move to a wider integration will also bring efficiencies and ensure more provision is specialist led.								
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	Overall expenditure on Early Years services may decrease as a result of this review, however we are confident that a better service can be delivered with less subsidy from the General Fund. An EA will be required to fully assess any changes.						
Does the change reduce resources available to support vulnerable residents?	Yes	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?	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	
<b>CHANGES TO STAFFING</b>		
Does the change involve a reduction in staff?	Yes	We estimate 2 fte posts are at risk
Does the change involve a redesign of the roles of staff?	Yes	Some staff would see changes in the nature of their roles. Staff would be involved in service redesign where necessary.

# Budget Savings Proposals Full Equality Analysis

## Section 1: General Information

**1a) Name of the savings proposal**

CHI004 Realignment of funding and efficiencies in early years provision

**1b) Service area**

Learning and Achievement – Early Years

**1c) Service manager**

Terry Parkin

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

Charlotte Saini, Strategy, Policy and Performance Officer

Pauline Hoare, Lead Officer- Early Years

Mohammed Jolil, Interim Children's Centre Senior Locality Lead

## Section 2: Information about changes to services

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

The Council currently organises its Children's Centres and Early Year's work through two separate teams. The intention is to bring these two teams together to make savings in the management and administration of early years services, and at the same time, end the General Fund subsidy of £3,818k to the Dedicated Schools Grant (DSG), provided to support early years services.

Expenditure on central early years services and Children's Centres is high when compared to similar local authorities and outcomes from this expenditure mixed. Performance on meeting government targets for 2 year old places is significantly lower than our statistical neighbours when measured by a percentage: around two-thirds of our two years olds are not engaged with our Children's Centres. Outcomes at the end of Reception for the Early Years Foundation Stage Profile (EYFSP) for lower income families are very good compared to statistical neighbours, but for other children they are disappointing when compared to the outcomes being achieved by older children in primary schools. Ofsted outcomes for schools are unusually high: one school out of 80 is in special measures for EYFS. The rest are good or better. 82% of our private and voluntary settings are good or better according to Ofsted. However, at present nine out of twelve Children's Centres, and all inspected over the last two years, have been judged to require improvement. The Tower Hamlets Annual Residents' survey 2014/15 found that 72% of residents rated Children's Centres as good or excellent. This is a drop of 5% since last year's survey. We are determined to improve our early years services, including Children's Centres, ensuring that they better meet local need.

Many high performing boroughs have integrated 0-5 provision as part of a clear early help offer: we do not. As a consequence, our teams sit alongside each other but with significant duplication in 'back office' functions. This proposal includes the plan to bring the two teams together.

As a result of this proposal, all non-Children's Centres Early Years services will be funded from the DSG in line with its core purpose to provide childcare and education to very young children.

Increasing the take up of 2 year old places will also ensure that DSG funding is maximised, by enabling us to claim government funding for 2 year old places that we cannot currently claim. This will enable us to reduce the subsidy whilst improving services.

We will use our buildings better to ensure that parents are able to easily access a full range of services with Children's Centres operating as the main delivery buildings.

We will also take the opportunity of re-commissioning the health visitors' contract to embed health staff in our Children's Centres giving parents a reason to visit where they can then be provided with a wide range of supportive opportunities. As we increase uptake, unit costs will be reduced

Any specific changes to services will be consulted on with service users as the proposal is implemented.

The following options are being considered in order to realise the savings

- Better use of funding- utilise DSG currently allocated to capital to support service provision
- Better use of buildings- re-provision of services currently provided
- Better use of buildings- integration of crèche service into Children's Centres
- Better use of buildings- rationalisation of buildings
- Better use of buildings- income from external providers leasing buildings
- Management and Administrative efficiencies- Integration of the Early Years and Children's Centres teams; alignment with legal requirements around levels of funding Management and Administrative efficiencies- e.g. harmonisation of terms and conditions for ex NHS staff working in Children's Centres
- Increase in Funding- converting existing provision to provide free places for disadvantaged two year olds

These changes are being proposed in the context of two other relevant changes:

- As a result of a £1m public health grant, Children's Centres will have a greater focus on the delivery of public health outcomes. For example, health visitors funded through public health will be based in Children's Centres and will be involved in children's two-year integrated review alongside Children's Centres and staff from settings.
- Demand for Children's Centre services and early years settings is likely to rise as a result of the predicted population growth in Tower Hamlets. Based on 2013 GLA predictions, the borough's population is expected to grow by 10% between 2013 and 2018. A 20% increase is expected by 2023, equating to 320,200 residents. The growth will come from both the birth rate and new residents moving into the borough. A proportion of new residents will have children aged 0-5 or will have children after settling in the borough.

#### Background information

There are around 22,000 infants aged under five in Tower Hamlets<sup>1</sup>. The Early Years Foundation Stage is a statutory curriculum as well

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<sup>1</sup> July 2015 JSNA Summary Document



as a statutory key stage of education (birth to five). The Early Years Service fulfils these legal responsibilities. The Local Authority (LA) is required to provide Children's Centres in line with the Children Act 2006: local authorities must make sure there are enough children's centres in their area, accessible to all families. Early years provision works most effectively where all settings birth to five are organised together. However, in Tower Hamlets the integrated Early Years Service was split into two parts five years ago. This has over time resulted in additional expense and duplication of posts. Bringing the two parts of early years provision back together will result in streamlining and cost reduction.

The Early Years Service works with private childcare businesses, voluntary sector providers and with schools. This work is carried out by two different teams because the qualifications and experience needed are very different. There are 333 early years settings that provide places for children birth to five: These places are provided by a range of different types of schools, voluntary sector providers and private businesses. All EYFS settings work to the same curriculum and assessment requirements<sup>2</sup>. The LA is responsible for advising staff to ensure high quality provision and outcomes for all children in the EYFS, and is responsible for their safeguarding and welfare.

Data provided from the Family Information Service indicates that:

- There are currently 674 registered spaces for children attending pre-school playgroups in the borough.
- There are 2817 places registered within private day nurseries.
- There are 6,081<sup>3</sup> children in LA maintained Nursery and School Reception classes<sup>4</sup>.

#### **Table showing total number of early years settings in Tower Hamlets<sup>5</sup>**

The table below outlines the different types of early years settings in Tower Hamlets

<sup>2</sup> Source: *EYFS Statutory Framework*, <https://www.gov.uk/government/publications/2010-to-2015-government-policy-childcare-and-early-education/2010-to-2015-government-policy-childcare-and-early-education#appendix-2-early-years-foundation-stage>

<sup>3</sup> Source: Provisional Early Years Census, Strategy and Performance (PPCI Team) November 2015.

<sup>4</sup> Note that the EY Census does not collect this EY place information for other types of school: e.g. private, independent, free, etc.

<sup>5</sup> Information provided from Early Years Service lead and Family Information Service

Schools with nursery classes attached	83 <sup>6</sup>
LA Day nurseries	4
Nursery Chains and Day Nurseries	52
Pre-School Playgroups	27
Childminders	167
Total number of settings (LA, voluntary and private)	333

This Local Authority is one of only three local authorities nationally who continue to run LA Day Nurseries. There are four LA run day nurseries, which are the responsibility of the Early Years Service (EYS): John Smith, Mary Sambrook, Overland and Queen Mary. Two of these childcare settings are located on the same site as a Children's Centre (John Smith and Overland). One of the maintained nursery schools (Harry Roberts) is located on the same site as Ocean Children's Centre. Partnership working could be further strengthened between these paired settings if the services were brought together after the consultation.

The EYS works with 83 schools across the borough, (including free schools, academies, independent schools, trust schools, local authority maintained schools and faith schools) with nursery and/or Reception provision. Included in this figure are the six maintained nursery schools: Alice Model, Children's House, Columbia Market, Harry Roberts, Old Church and Rachel Keeling. There are twelve Children's Centres, operating across the four localities in the borough, as set out in the table below:<sup>7</sup>

<sup>6</sup> This number is the combined figure of 61 maintained schools with a nursery class attached, and 22 other schools with a nursery class attached (eg private, free, independent schools etc)

<sup>7</sup> Information provided by Children's Centres Data Manager October 2015

Marner Children's Centre	North East Locality
Overland Children's Centre	North East Locality
Mile End Children's Centre	North East Locality
Meath Gardens Children's Centre	North West Locality
Mowlem Children's Centre	North West Locality
Chrip Street Children's Centre	North West Locality
Around Poplar Children's Centre	South East Locality
Chrip Street Children's Centre	South East Locality
Isle of Dogs Children's Centre	South East Locality
John Smith Children's Centre	South West Locality
Ocean Children's Centre	South West Locality
Wapping Children's Centre	South West Locality

18570 children were registered with Children's Centres as of October 2015. The majority of parents or carers who accompany children to the centre are adults under 65. 40% of the parents and carers registered with Children's Centres as of October 2015 were aged 26-34, and another 35% were aged 35-43. The largest single age group attending Children's Centres in the year to April 2015 were under 1s, who made up 31% of all visits across the twelve Children's Centres combined<sup>8</sup>.

Data provided by Children's Centres indicates that in the year to April 2015, 17,185 children aged 0-5 accessed the borough's Children's Centres. 16,096 carers accessed the Children's Centres, of which 83% were women. For children, the single largest ethnic group accessing Children's Centres was Asian Bangladeshi, followed by 'unknown' and White British. For parents the largest ethnic group was Asian Bangladeshi, followed by White British and then 'unknown'.<sup>9</sup> Whilst this broadly follows the profile of young children in the borough<sup>10</sup>, there is some evidence to suggest that children of a Bangladeshi ethnic background are slightly underusing services: The 2011 Census indicates there are 8951 children below 5 from a Bangladeshi ethnic background, whereas 7210 were registered with Children's Centres in the borough as of October 2015.

<sup>8</sup> Data on children by age range by reach provided by Children's Centre Data Team, October 2015

<sup>9</sup> Data provided on reach and registered children and carers from the Children's Centre Data Team, October 2015

<sup>10</sup> 2011 Census: 3169 White British children aged 0-4, 8951 Asian Bangladeshi children aged 0-4

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

The proposal is expected to have an overall positive impact on service users. This is because children and their families will be able to access a wider range of services, including health services, in one place, there will be more early education places for eligible two year olds, and more opportunities for parents and carers to get back into training or employment by accessing courses with childcare provided. It is noted that if some services are moved from satellite sites to main Children's Centres then some families may have to travel slightly further in order to access the service which has been moved. This is considered in more detail in the equality analysis.

The proposed changes will have a primarily impact on children aged 0-5 as this is the age group targeted by the service. Any changes will have a greater impact on women and women on maternity leave as the majority of parents and carers who visit Children's Centres are women. The changes will have a greater impact on children and carers from a Bangladeshi ethnic background as they are the biggest single community to access the service. The impact should be positive as the aim is to improve the quality of the service and its reach, whilst reducing costs through eliminating duplication.

**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.

<b>Target Groups</b> What impact will the proposal have on specific groups of service users and staff?	<b>Impact – Positive or Adverse</b>	<b>Reason(s)</b> <ul style="list-style-type: none"> <li>• Please add a narrative to justify your claims around impacts and,</li> <li>• Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making</li> </ul>
Race	Some positive, Some possibly adverse	<p>Any changes proposed will have a greater impact on children and carers from a Bangladeshi ethnic background as they are the biggest single community to access the service. There is evidence to suggest that children of a Bangladeshi ethnic background are underrepresented in terms of registering with Children’s Centres: This proposal provides an opportunity to target this group as a greater number of services would be provided from single locations (visitors may be more inclined to access services if more was available at the same location).</p> <p>The positive changes would be the opportunity to integrate day care attached to Children’s Centres, and accessing more health-focused services following the integration of health visitors staff to early years. This would have an impact on all children regardless of race, but it is noted that as the largest group using each of the Children’s Centres, this would impact more on Bangladeshi children than children from other ethnic groups.</p> <p>This includes possible adverse changes such as travelling further to access a service previously provided in a non-Children’s Centre location, to one of the twelve Children’s Centres where the service would be provided from in the future. This would have an impact on all children regardless of race, but it is noted that as the largest group using each of the Children’s Centres, this would impact more on Bangladeshi children than children from other ethnic groups. However, it should be noted that Children’s Centres are geographically dispersed across Tower Hamlets, and in a small borough with good public transport links, travel times to Children’s Centres are unlikely to be lengthy. Any changes to where services are delivered from would need to be communicated clearly to registered users and local communities, with information as to how to access the service in the new location.</p>

Disability	Some positive, Some possibly adverse	<p>As of October 2015 there are 110 disabled children and children with additional needs aged 0-5 known to the Early Years Inclusion Team.</p> <p>As of October 2015 there were 121 children aged 0-5 claiming Disability Living Allowance (DLA) in the borough.</p> <p>As of October 2015 there are 29 disabled children and children with additional needs aged 0-5 known to the Portage Team.</p> <p>It should be noted that the figure of 121 claiming DLA will be far lower than the true number of children with disabilities in the 0-5 age range, as many children are not officially diagnosed until later in childhood (e.g. after they start school), and, where children have been diagnosed as having a disability, their parents/carers may not have yet sought support through DLA.</p> <p>The EYS Inclusion Team, the EYS Portage Team, Children's Centres and Early Years Settings provide support to disabled children and children with additional needs and their families, for example practical support as well emotional support for parent/carers such as through stay and play sessions, where they can get to know other parent/carers in similar situations and have the space to talk about their feelings. These sessions offer an opportunity to discuss approaches to support their children's development and to have approaches modelled by practitioners. These settings can be incredibly important for parent/carers in the early years of their child's life. We have already begun to work in a more aligned way across the EYS and Children's Centres. This work will be made more effective by bringing the services closer together.</p> <p>The integration of Health Visitors into the local authority from September 2015, basing them in the twelve Children's Centres, will have a positive impact on all children visiting Children's Centres, but particularly on children who require additional support. Parents and Carers will have improved access to health expertise and support within a familiar local setting.</p> <p>Better use of buildings - this may lead to services being provided from different locations (if this is the</p>
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		<p>case a full Equality Impact Assessment will be undertaken on the detail of any proposals). This may have an adverse impact on parents and carers who are disabled, as well as children who are disabled, as having to travel slightly further to access services could have a greater negative impact on this group due to their disabilities. It should be noted that Children's Centres are geographically dispersed across Tower Hamlets, and in a small borough with good public transport links, travel times to Children's Centres are unlikely to be lengthy. Furthermore, it has been proposed that where services are moved they are delivered from dedicated children centre locations, which will have a greater range of services on offer and all of which offer fully inclusive access and disabled facilities.</p>
Gender	Some positive, Some possibly adverse	<p>Use of Children's Centres: Children's Centre services are predominantly used by women and their children. As of April 2015 83% of carers accessing Children's Centres were women. Any changes to the services will therefore impact women more than men. This includes possible adverse changes such as travelling further to access a service previously provided in a non-Children's Centre location, to one of the twelve Children's Centres where the service would be provided from in the future. This would have an impact on all users regardless of gender, but it is noted that as the predominant gender using children's centres, more women would be impacted than men.</p> <p>Staffing in Children's Centres and Early Years Settings: Staff in Children's Centres and early years settings are also predominantly female. Any changes to services or changes to where services are delivered from will impact on women the most. A separate equalities analysis will take place where changes are identified which will impact on staff,</p> <p>Integrating daycare into Children's Centres will have a positive effect as this will enable parents and carers to access education, development and employment opportunities within the Children's Centre whilst their children are cared for nearby. Given that the majority of carers accessing Children's Centres are women; this will have a positive effect on the education, development and employment opportunities of women and their families.</p>
Gender Reassignment	neutral	There is no evidence of impact on this group

Sexual Orientation	neutral	There is no evidence of impact on this group
Religion or Belief	Some positive, Some possibly adverse	<p>Use of Children's Centres: As previously noted, children and carers from a Bangladeshi ethnic background are the biggest single community to access Children's Centre services. Since the majority of Bangladeshi service users are also Muslim, the implications set out in the "race" section also apply to this group.</p> <p>Better use of buildings- this may lead to some children's centre services being provided from different locations (if this is the case a full Equality Impact Assessment will be undertaken on the detail of any proposals). Since the majority of Bangladeshi service users are also Muslim, the implications set out in the "race" section also apply to this group.</p> <p>Integrating daycare into Children's Centres will have a positive effect as this will enable parents and carers to access education, development and employment opportunities within the Children's Centre whilst their children are cared for nearby. Given that the majority of carers accessing Children's Centres are women, this will have a positive effect on the education, development and employment opportunities of women and their families.</p>
Age	Some positive, Some possibly adverse	<p>The majority of parents or carers who accompany children to the centre are adults under 65, with those aged 26-34 making up the biggest single group. The largest single age group of children attending Children's Centres in the year to April 2015 were under 1s, who made up 31% of all visits across the twelve Children's Centres combined<sup>11</sup>. Any changes will impact these groups the most.</p> <p>Better use of buildings - this may lead to some children's centre services being provided from different locations. This could have a negative impact on users if they have to travel further. It should be noted that Children's Centres are geographically dispersed across Tower Hamlets, and in a small borough with good public transport links, travel times to Children's Centres are unlikely to be lengthy. Furthermore, where services are moved to one of the twelve children's services, users will benefit from</p>

<sup>11</sup> Data on children by age range by reach provided by Children's Centre Data Team, October 2015



		being able to access a range of support and services in one place.
Socio-economic	Some positive, Some possibly adverse	<p>The high level plans outlined will have a positive impact on reach to children from disadvantaged families. This is because families accessing Children's Centres will be able to access improved education, employment and training opportunities due to the proposed integration of daycare into Children's Centres where this is possible.</p> <p>More two year old places: In addition, the high level proposal to convert some building space to increase the number of places for disadvantaged two year olds will mean that more two year olds from disadvantaged backgrounds will be able to take up the offer of 15 free hours a week of early education.</p> <p>Better use of buildings- this may lead to some children's centre services being provided from different locations. This could have a negative impact on users from specific socio-economic backgrounds if they have to travel further. However, where services are moved to one of the twelve children's services, users will benefit from being able to access a range of support and services in one place.</p>
Marriage and Civil Partnerships.	Neutral	There is no impact on this group
Pregnancy and Maternity	Some positive, Some possibly adverse	<p>Use of Children's Centre's: Children's Centre's provide services for children aged 5 years and under. A significant number of parents who visit the Centre's are on maternity leave. 31% of the children who accessed Children's Centre services in the year to April 2015 were under 1 years old, making them the biggest single group across the twelve Children's Centres combined<sup>12</sup>. Any change will have a bigger impact on women on maternity leave.</p> <p>Better use of buildings- this may lead to some children's centre services being provided from different locations. This could have a negative impact on women who are pregnant or on maternity leave if</p>

<sup>12</sup> Of the twelve Children's Centres, only in Meath Gardens Children's Centre and the Isle of Dogs Children's Centre were under 1s not the largest single group (Source: Children's Centre Data provided 30/10/15)

		they have to travel further. It should be noted that Children's Centres are geographically dispersed across Tower Hamlets, and in a small borough with good public transport links, travel times to Children's Centres are unlikely to be lengthy. Furthermore, where services are moved to one of the twelve children's services, users will benefit from being able to access a range of support and services in one place.
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
<p><b>Better use of buildings</b></p>	<p>If some services are brought from community spaces outside of the main Children’s Centre Hubs into the one of the twelve Children’s Centres hubs, they will be moved to the hub closest to the original location. Given there are twelve hubs across the borough, three in each locality, this means that the service will still be accessible for local residents, with the added benefits that it will be provided in a fully inclusive setting where parent/carers will have the opportunity to partake in other appropriate activities, meet new people and access support from the newly integrated health visitors.</p> <p>However, it may mean travelling slightly further. Where this happens, Children’s Centres will keep local residents informed and ensure that information is available advising how to get to the relevant hub.</p> <p>Where services are to be provided from different buildings a full EA will be undertaken</p>

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.

It is noted at the top of this document that the proposals outlined are at this stage still high level. As proposals become more detailed the relevant service managers will undertake equality analyses of each proposal. It is anticipated that this will happen between December 2015 and March 2016, and information on consultations on detailed changes will be available via Children's Centres and Early Years Settings, as well as online.

## APPENDIX 1

### **Summary of Feedback on the consultation on Budget Saving Proposal CHI004: Realignment of funding and efficiencies in early years provision**

The feedback below sets out the key messages heard from residents and staff in relation to the realignment of funding and efficiencies in early years provision proposal. This feedback has informed this Equality Analysis.

It is accepted that the current proposal is a high level one and as such it does not contain a high level of detail. As and when further detail is developed, the Early Years Service will consult with stakeholders, staff and service users, and where appropriate, undertake further equality analysis. *Further feedback will be sought as the proposal becomes more developed.*

It should be noted that there are no plans to close any of the twelve Children's Centres in this proposal.

## 1. Public Feedback: Online Consultation

21 responses were received

1	Do you think the proposal will have an impact on people using the service/resource?
	Yes: 11 respondents (52.3%)
	No: 10 respondents (47.6%)

2	Do you think there are any positive outcomes from the proposal?
	Yes: 12 respondents (63.1%)
	No: 7 respondents (36.8%)

3	Do you think the proposal will have any negative outcomes?
	Yes: 12 respondents (60%)
	No: 8 respondents (40%)

### Impact of the Proposal

4.	If yes then who will be affected?
	<p>9 residents responded to this question.</p> <p>The respondents felt that stakeholders, children, families and staff in Children's Centres would be affected by the proposal. One respondent stated that vulnerable children and families would be affected, and one respondent was concerned some families would have to travel further.</p> <p>Three respondents stated that the lack of detail in the proposal made it difficult to answer the question</p>

5.	If yes, what will the positive outcomes be?
	<p>11 respondents answered this question.</p> <p><b>A summary of the positive outcomes identified:</b></p> <ul style="list-style-type: none"> <li>• <b>A single early years team:</b> direct access to information and elimination of waiting times; one team with one vision increasing resources and abilities; Children's Centres accessing relevant data;</li> <li>• <b>Savings and use of resources:</b> very large savings (mentioned by two respondents); Better use of resources/more targeted use of resources (mentioned by two respondents);</li> <li>• <b>Services and outcomes:</b> better engagement with Children's Centres; more families engaging with Children's Centres; better messages to parent/carers regarding language development and a resultant increase in the EYFS results at the end of reception. more support for the children who need it and a higher quality early years service.</li> </ul>
6.	If yes, what will the negative outcomes be?
	<p>6 respondents answered this question.</p> <p><b>A summary of the negative outcomes identified:</b></p> <ul style="list-style-type: none"> <li>• <b>Detail of the proposal:</b> two respondents stated that the proposals were not clear enough to make informed comments but suggested that negative impacts could include a reduction in staff (in Children's Centres and/or day care services), and a reduction in quality of early years provision in schools due to a cut in DSG funding.</li> <li>• <b>Services:</b> it was thought there could be a reduction in access to key children's centre services such as stay and play if children's centre buildings were used to host 2 year old nursery places in the borough; one respondent felt that Children's Centres are not currently meeting the needs of vulnerable families; one respondent felt that there would be negative outcomes initially until systems are put in place. One respondent was concerned that their local children's centre had been closed that morning due to a discussion on efficiencies.</li> </ul>

7.	Do you have any other comments about the proposal?
	<p>16 respondents answered this question</p> <p><b>A summary of comments received:</b></p> <ul style="list-style-type: none"> <li>• <b>Detail of proposal:</b> five respondents stated that there was not enough detail in the proposals to make informed comments.</li> <li>• <b>Involvement of other services in supporting/running Children's Centres:</b> suggestion that the six outstanding nurseries support Children's Centres; ensuring there are no job losses; two suggestions that Children's Centres should be run by schools or brought within their remit;</li> <li>• <b>Other comments included:</b> a streamlining the management functions when integrating the children's centre and early years teams; a comment that Ofsted inspections had not called into question the quality of provision in Children's Centres; ensuring an increased uptake of two year old places in order to ensure DSG funding; the need to invest in support for parents' mental health in order to ensure the development of children in the early years; a comment that it would be preferable to pay for services in a local children's centre than lose them.</li> </ul>

## 2. Public Feedback: Additional Feedback received

In addition to the feedback received via the website questionnaire, a petition was received, signed by 35 people in October 2014 (one year ago). The petition requests the Council not to make any cuts to services that affect children in Tower Hamlets and points to the statistic that Tower Hamlets has the highest level of child poverty in the country.

As well as the petition, five feedback cards were received, again completed over a year ago in October 2014.



It is thought that this feedback relates to the proposals around Children's Centres which were consulted on in October 2014 as some of the feedback cards talk about the possible closure of Children's Centres. There are no plans to close any of the twelve Children's Centres in the 2015 Early Years Budget Proposal.

### 3. Staff Feedback: Online Consultation

55 responses were received

1.	Do you think the proposal will have an impact on people using the service/resource?
	Yes: 36 (65.4%)
	No: 19 (34.5%)

2.	Do you think there are any positive outcomes from the proposal?
	Yes: 47 (87%)
	No: 7 (12.95%)

3.	Do you think the proposal will have any negative outcomes?
	Yes: 30 (54.5%)
	No: 25 (45.5%)

#### Impact of the Proposal

4.	If yes then who will be affected?
	35 respondents answered this question.  The responses indicated that the following could be affected by the proposal: service users; staff; stakeholders; parents with children under five; quality of service provision; two year olds (and their parent/carers) taking up the proposed increased number of the two year old places; vulnerable families; residents.

5.	If yes, what will the positive outcomes be?
	<p>43 respondents answered this question.</p> <p><b>A summary of the positive outcomes identified:</b></p> <ul style="list-style-type: none"><li>• <b>Multi-agency working:</b> having health visitors in Children's Centres will be positive; multi agency working will facilitate idea sharing among colleagues and help ensure a fuller picture of the child's journey; with Children's Centres offering more services (including health) they will be more of a one-stop shop and make life easier for parent/carers as they will have one point of access. Connecting with local nurseries; a better approach to targeting vulnerable families</li><li>• <b>One integrated early years team:</b> A single early years team will facilitate better access to data; a single team will make savings on the training budget which is currently duplicated; a single team will ensure better tracking and support of children's learning and development from Children's Centres through to the later parts of the foundation stage; one team with one vision and a greater pool of resources and abilities; reducing inefficiencies and a better use of resources; savings</li><li>• <b>Better outcomes for children and their families:</b> more opportunities for parents to take up training or employment opportunities; a better relationship between staff and parent/carers which will facilitate the development of the child; more parents may take up the two year old offer if they understand it more and it is offered in a setting with which they are already familiar; increased number of service users reached; better service offered</li><li>• <b>Better uptake of the two year old offer:</b> increased funding as a result; more children benefitting from early years education; Children's Centres and early years working together to promote this; a better spread of provision across the borough</li><li>• <b>Better use of buildings:</b> eg under-used buildings will get used, Children's Centres will be used more effectively to provide a greater range of services</li><li>• <b>Other :</b> one respondent identified that families may be encouraged to walk more, presumably if they had to travel further to settings; one respondent said that no job cuts (so far) was a positive impact;</li></ul>

6.	If yes, what will the negative outcomes be?
	<p>28 respondents answered this question. A summary of the negative outcomes identified:</p> <ul style="list-style-type: none"><li>• <b>Job losses:</b> the majority of responses were concerned that, despite reassurances, there would be job losses as a result of the proposal. If this was the case then these reductions in staffing could lead to service reduction and more pressure on staff who are left (wider remit, less time); reducing staffing whilst putting a merger in place could lead to the failure of the merger because of a lack of people to implement this</li><li>• <b>Detail of the proposal:</b> Some confusion as to exactly what is being proposed and a request for more communication</li><li>• <b>Service reduction and lower quality of service:</b> vulnerable families who need the most help will lose out; families who choose not to take up the two year old early years offer will lose out; one year olds and non-eligible two year olds will lose out; current in-depth service received by children may be at risk if staff are reduced</li><li>• <b>Other:</b> one respondent stated that travelling further to services may isolate some parents leading to worse outcomes; one respondent commented that some parents might not like seeing health and education services in the same setting as they may feel the line had become blurred.</li></ul>

7.	Do you have any other comments about the proposal?
	<p>29 respondents answered this question.</p> <p><b>A summary of comments received:</b></p> <ul style="list-style-type: none"><li>• <b>Staffing:</b> management costs should be streamlined as part of the process; using agency staff whilst implementing savings proposals is not efficient; there needs to be more transparency around the process; strong management is needed to oversee the changes</li><li>• <b>Detail of the proposal and future communication:</b> more information is required as and when there may be possible job losses; clear information is needed on how one service change may impact on another</li><li>• <b>Services:</b> ensure Children's Centres have the structures and processes in place in the future to meet the requirements of the new inspection framework; need to place two year old provision strategically across the borough; recognise the good work already being done in Children's Centres, eg partnership work between health and early years which happens already in Children's Centres; commission services differently; the changes need to be in the best interests of children and their families</li><li>• <b>Better Use of Buildings:</b> regardless of funding cuts, we need to make better use of buildings; streamline locality lead roles to save money</li><li>• <b>Support for the proposal:</b> a number of the comments expressed overall support for the proposal, the proposal is sensible; the proposal will still allow the cost vulnerable families to be supported whilst making savings;</li><li>• <b>Other:</b> learn from local authorities with outstanding practice; staff may not be able to provide for their families;</li></ul>

<b>OPP TITLE:</b>	<b>Directorate support services- more efficient working</b>							
<b>DIR:</b>	ESCW				REF: CHI005 - formerly ESCW031			
<b>SERVICE:</b>	SPP/Transformation/PMO				LEAD OFFICER: Kate Bingham			
<b>TEAM:</b>					<b>THEMES:</b>	Lean: Service Re-Design and Consolidation		
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
More efficient working	£ 1,753	£ 160	£ 160	£ -	£ 320	N	No	Yes
FTE Reductions	Not known	4.5	4.5	0	9			

#### DETAILS OF SAVINGS OPPORTUNITY

There is an opportunity to consolidate strategy, policy and programme management related work across the rest of the directorate and move towards more generic and flexible staff to support this work.

An exercise carried out in 2013 to identify the support services needs for the ESCW directorate (now Children and Adults Directorates) identified a large amount of support services related activity, worth approximately £3.2m, being carried out across the directorate outside the central support teams. This support includes strategy support, programme management and finance work.

There may be some opportunities to carry out further consolidation and streamlining of this activity, releasing efficiencies whilst maintaining or improving support by making better use of our expert directorate level resources. However this would need to be subject to a much more detailed analysis and at this stage a cautious estimate of a 10% reduction in existing activity is being used. This would have to be realised by reductions in posts elsewhere in the two directorates. Given the complexity of this work, it is anticipated that the savings would be released over a two year period.

#### IMPLICATIONS TO CONSIDER

**including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT**

This opportunity is based on a very basic analysis of data about the extent to which these functions are being carried out across the directorate. Any decision to consolidate/ streamline these functions across the directorate would need to be based on a much more detailed analysis.

Although this opportunity is based on a conservative estimate of the savings that might be delivered through consolidation and streamlining, there is a strong possibility that the actual savings from such an exercise could be impacted by:

- The extent to which the amount of time spent on the functions has been accurately recorded
- The number of actual posts that could be deleted after accounting for the fact that in many cases time spent on strategy policy and performance / project management office functions is only a fraction of individual posts

#### 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	
<b>CHANGES TO STAFFING</b>		
Does the change involve a reduction in staff?	Yes	The number of staff that would be affected is estimated at 4.5FTE across the two directorates although the actual number would be determined through the review. If it is decided to proceed with this opportunity a full equality analysis would need to be carried out as part of the process.
Does the change involve a redesign of the roles of staff?	Yes	The number of staff that would be affected is not currently known. If it is decided to proceed with this opportunity a full equality analysis would need to be carried out as part of the process.

<b>TITLE:</b>	<b>Directorate administration review</b>							
<b>DIR:</b>	ESCW							
<b>SERVICE:</b>	Directorate Services					REF: ESCW034		
<b>TEAM:</b>						LEAD OFFICER: Kate Bingham		
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
Directorate administration review	£ 7,500	£ 317	£ -	£ -	£ 317	Lean: Service Re-Design and Consolidation		Yes
FTE Reductions	150	10	0	0	10			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
Analysis for the 2015-16 savings programme identified £8m of administrative activity across the directorate, £4m of which related to 177 specific administrative roles. Most teams have now completed the 2015-16 changes with £500k of savings delivered, although the Learning & Achievement (L&A) Service was excluded. Savings are expected from L&A and from further refining admin provision across the rest of Adults' and Children's Services. Savings will be achieved through further streamlining of functions, avoiding duplicating and multi-handling administrative tasks.								
<b>IMPLICATIONS TO CONSIDER</b> including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
This proposal is based on an estimate of savings that could be made based on previous reviews. The actual savings delivered will be subject to a full review, ensuring that effective administrative support is provided within a reduced budget. The actual savings delivered may therefore differ from the estimate in this proposal.								
<b>EQUALITIES SCREENING</b>								
	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
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							
<b>CHANGES TO A SERVICE</b>								
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							
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?	Yes	A full review will be carried out to ascertain the level of staffing reduction that may take place. It is estimated that this will be in the region of 10 FTE. An Equalities Assessment will be produced and updated to assess the impact of these phased changes and put in place appropriate mitigation.						
Does the change involve a redesign of the roles of staff?	Yes	Redesign of the roles for staff and commonality of post roles across areas will be involved in the change, but no change in working patterns is anticipated. This is unlikely to have an equality impact.						

<b>OPP TITLE:</b>		<b>Healthy Lives service - reduction in non staff spend</b>							
<b>DIR:</b>		Children's Services				REF: ESCW042			
<b>SERVICE:</b>		Learning and Achievement, Birth to 11 Primary School				LEAD OFFICER: Kate Smith			
<b>TEAM:</b>						<b>THEMES:</b>	Lean: Service Re-Design and Consolidation		
<b>SAVINGS OPPORTUNITY</b>		<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
Healthy Lives service G41		£ 100	£ 15	£ 8	£ 13	£ 35	<b>No</b>	No	No
FTE Reductions		7	0	0	0	0			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>									
Savings will be achieved by reviewing our training offer, ceasing central training for school staff and instead will provide school based training based on the individual needs of the school. This will save £10,000 over 3 years as we will not have to pay for training rooms and facilities. We will also no longer provide any catering saving £3,000 over three years. We have provided some catering previously using Council caterers in order to model best practice healthy food and give examples of healthy breakfast clubs and packed lunches. In addition we will make savings of £10,000 for team and individual training over the next three years. In total this will save us £35,000 over three years. These savings will still enable us to continue providing effective health and well being support to schools, pupils and parents, but on a reduced budget.									
<b>IMPLICATIONS TO CONSIDER</b> including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT									
The service use council training rooms and catering services and so this may impact upon income expectations of those services if rooms cannot be used for other bookings .									
<b>EQUALITIES SCREENING</b>									
<b>TRIGGER QUESTIONS</b>		<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
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							
<b>CHANGES TO A SERVICE</b>									
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							
<b>CHANGES TO STAFFING</b>									
Does the change involve a reduction in staff?		No							
Does the change involve a redesign of the roles of staff?		No							



<b>OPP TITLE:</b>	<b>Reduction in Schools early retirement costs</b>							
<b>DIR:</b>	Children's Services					<b>REF:</b> ESCW045		
<b>SERVICE:</b>	HR (ESCW)					<b>LEAD OFFICER:</b> Mark Keeble		
<b>TEAM:</b>						<b>THEMES:</b>	Financial Adjustments	
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
Reduction in Schools early retirement costs	£ 1,541	£ 30	£ 30	£ 30	£ 90	<b>N</b>	No	No
FTE Reductions	0	0	0	0	0			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
Since 1 April 2005, Schools are responsible for funding costs of early retirement from their own budgets. Over time, the number of pensions in payment that commenced prior to this date will reduce providing a saving.								
<b>IMPLICATIONS TO CONSIDER</b> including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
None								

<b>OPP TITLE:</b>		<b>Review of Child and Adolescent Mental Health services (CAMHS)</b>						
<b>DIR:</b>		Children's Services				REF: CHI006		
<b>SERVICE:</b>		Children's Services				LEAD OFFICER: Nasima Patel		
<b>TEAM:</b>		Children's Social Care- CAMHS				<b>THEMES:</b> Delivering Differently		
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
G61	£ 1,343	£ 200	£ -	£ -	£ 200	<b>N</b>	No	Yes
FTE Reductions	NA	0	0	0	0			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
<p>We currently contribute £1.3m to the CAMHS budget, which includes approximately £540k to the NHS for the contract with East London Foundation Trust (ELFT), and an additional team of directly employed staff who are managed by ELFT. We know that access to the service is not as good as it could be, and that this is a particular issue for our most vulnerable children including those who are looked after.</p> <p>This opportunity proposes a review of CAMHS funding to ELFT, working with ELFT as providers and the CCG as co-commissioners to improve access, particularly for our most vulnerable children. ELFT will consult with service users as they develop their response to this reduction in funding. By better targeting resources to those that most need them, we will reduce council expenditure on CAMHS whilst improving services.</p>								
<b>IMPLICATIONS TO CONSIDER</b> including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
CAMHS is jointly commissioned with Tower Hamlets CCG and jointly provided with East London Foundation Trust. Delivery of these savings will need to be negotiated with both partners. Negotiations have started and East London Foundation Trust have been asked to confirm how these savings would be delivered if this proposal is agreed.								
<b>EQUALITIES SCREENING</b>								
	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
Does the change reduce resources available to address inequality?	Yes	Overall expenditure on CAMHS from the Council would reduce but we are confident that this can be achieved without detrimental impact on outcomes, particularly as the majority of CAMHS funding is from the NHS which will be unaffected. We will work with ELFT to ensure a full equalities analysis of any proposals is carried out.						
Does the change reduce resources available to support vulnerable residents?	Yes	As above						
Does the change involve direct Impact on front line services?	Yes	Savings will be targeted to non-front line costs although there may be an impact.						
<b>CHANGES TO A SERVICE</b>								
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							
<b>CHANGES TO STAFFING</b>								
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**  
Review of Child and Adolescent Mental Health (CAMHS) services
  
- 1b) Service area**  
Children’s Social Care
  
- 1c) Service manager**  
Nasima Patel, Service Head Children’s Social Care
  
- 1d) Name and role of the officer/s completing the analysis**  
Jebin Syeda, Strategy Policy and Performance Officer

## Section 2: Information about changes to services

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

OPP TITLE: Review of Child and Adolescent Mental Health (CAMHS) services

TEAM: Children's Social Care- CAMHS

Historically local authorities have contributed to mental health services through a CAMHS Grant which is now part of the Council's overall grant. The Council also has a responsibility to ensure the emotional and mental health needs of children and young people are met. The Council does this by commissioning preventative services through public health, other providers and targeted interventions through the main contract with ELFT and other children's services. In total we contribute £1,655,780 in this way. We have a Children's mental health social work team working across the tiers both within CAMHS and children's social care. Comparatively, we are funding significantly more than neighbouring boroughs. Hackney currently fund to approximately £1.06m and Newham fund approximately £1.07m. We are proposing to reduce the funding commitment to CAHMS from a total mental health budget of £1,655,780 by £200,000, still above the commitment of neighbouring and comparable local authorities.

The service re-design is intended to improve access to the service and there is no intention to reduce the service offer to any particular group. The outcomes we want to deliver to children and young people will still continue to be our key priority across all vulnerable groups. The strengthening pathways work began in Sept 2015 with an agreement to have a CAMHS team based alongside Children Social Care staff, employ a psychologist and work with an independent provider to have a reference group of young advisors to ensure we do not lose sight of what young people want from a CAMHS service. All this will be done within the current budget minus the proposed reduction.

Models for Council spending on CAMHS differ even amongst the three 'ELFT boroughs:'

- In LBTH the majority of our money (approx. £1.3m) goes into the services managed by ELFT, who are expected to deliver our 'tier 2' specialist plus tier 3 and 4 NHS services. These services are all located across a number of sites across the borough including the CAMHS offices;

- In Hackney, no money goes to ELFT- the majority (£1m) is in direct council provided clinical services, with a small amount to Homerton University Foundation Trust;
- In Newham, the entire service is commissioned from ELFT, with £445k going into the 'core service' and the remainder paying for posts which are located within other children's services settings- e.g. children's centres, schools, PRUs, LAC team.

The increased focus on early intervention and the requirement for CCG's to work in partnership with the local authority to produce a CAMHS transformation plan presents us with an opportunity to consider how we remodel the service to better target those who are in need and to provide value for money through the re-design. The work we are undertaking with ELFT and through the transformation plan for Children and Young People's Mental Health and Wellbeing sets out our local vision. This is referred to later in the document but is the driver for the change and we believe it is this plan and proposed redesign that will mitigate the impact of this reduction as we will ensure we offer a more appropriate service to targeted groups in using accessible and outreach models. These methods have been tried and tested in other areas.

Nationally, there have been concerns raised about the lack of access to specialist CAMHS support for vulnerable young people<sup>1</sup>. However, it is also acknowledged that up to 28% of those referred to specialist CAMHS could be better supported within the wider system. Other local authorities have transformed the service offer to improve co-ordination with a focus on targeted services focusing on early intervention. Following national research and direction, our safeguarding work on child sexual exploitation and gangs for example is framed around early intervention and mental health plays a key role in prevention on the wellbeing of children and young people. We have an opportunity to better align and co-ordinate the mental health offer to vulnerable young people in the borough with a reduced budget as has been done in other boroughs.

ELFT is asked to lead on the service re-design within CAMHS to improve outcomes and access within the £1,143,000 budget working with the local authority and the CCG. The local authority, CCG and other partners are also currently leading on a system-wide re-design. The local authority is therefore consulting on and undertaking this EA on the principle of re-designing the service with improved focus on early help, prevention and targeted support through more mainstream services.

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<sup>1</sup> <https://www.gov.uk/government/publications/is-britain-fairer-the-state-of-equality-and-human-rights-2015>

As has been done in other boroughs, the re-design will focus on improving access to emotional health and wellbeing support across mainstream services, targeting the use of resources and provision. This will create a better strategic fit with the direction of children's social care as it can be better aligned with the safeguarding framework in place with a wider reach. The overall system re-design will focus on improving the outcomes for vulnerable children and young people. We want to ensure there is easy access for children and families to information, early help and evidence based interventions and the transformation and service re-design will address this. We want to improve the personalisation of the service offer ensuring cultural sensitivity and alignment to the principles of child rights. Following national direction we want to assess the potential to use the THRIVE model to embed our approach. This EA therefore assesses the principle of service re-design based on this model. The model for re-design is based on a national model which will address our aims of better co-ordination and early intervention.



The current national framework for mental health support is Future in Mind, it is supported by a nationally developed model which puts prevention and promotion of mental health agenda at the heart. The focus of this is to address key areas in CAMHS as below:

- Address stigma associated with mental health;
- Improve access to CAMHS and work with family approach;
- Focus on comprehensive support and assessment of very vulnerable children;
- Focus on early help and prevention;

- Support for professionals and a push for better national benchmarking;

### **Current local challenges:**

From the work we do with young people on CAMHS and the work to date on our transformation plan, we know that there are specific access issues for the Bangladeshi population<sup>2</sup> and looked after children, as they are significantly under represented – this may indicate unmet need and further work is needed to understand the true prevalence. Both of these vulnerable groups appear as a vulnerable group in relation to other areas of children’s social care such as being at risk of experiencing or being impacted by gangs, child sexual exploitation and other trauma which makes it critical to ensure early intervention and prevention through CAMHS.

Additionally, our performance data also shows that we have challenges with children and young people accessing CAMHS who subsequently do not then require a CAMHS service and there is also an issue with those who need access but do not attend sessions – the did not attend (DNA) rate for 2014/15 being 13.0%. Both of these performance issues cost the service time and resources and we need to re-design the service to address these to ensure the most cost effective service is offered. They also point to a need to develop better emotional health and wellbeing support in other services which are likely to lead to a reduction in inappropriate referrals as well as providing support in a more convenient and appropriate location.

During 2014/15 1441 referrals were received of which 1257 referrals were accepted. There is a 60/40 split with male/female children and young people see by CAHMS. The largest group being 12-18 year olds represented at 62.5% followed by 5-11 year olds at 31.5% and 0-4 year olds making up 6.6%.

### **Prevalence (Detailed in Transformation Plan)**

Using the estimated Tower Hamlets age specific population, as a crude estimate, we are likely to have the following need:

- Children and young people in the poorest households are three times more likely to have a mental health problem than those better off – we have the highest levels of child poverty with one in four children living in low income families;

<sup>2</sup> The 2013-16 Tower Hamlets Mental Health Strategy states: CAMHS community services by children and young people of Bangladeshi origin is around 37%, against a population of under 19’s of 55%.

- In early childhood, a significantly higher representation of males (2200 cases) than females (1451) for mental disorder;
- Although experienced by both genders, in late adolescence, broadly – females are more likely to be affected by mental disorders such as anxiety disorder, depressive episode, psychotic illness, self-harm in lifetime and suicide attempt in lifetime;
- Although experienced by both genders, males are more likely to be represented under conduct disorders;

We know that there are likely to be particular groups who are likely to experience negative trauma and may need CAMHS support. Through the service re-design we will need to ensure that the CAMHS provision is much more widely accessible with young people only being referred to CAMHS based on need.

The East London Foundation Trust has entered a bid to become a Thrive pilot provider and therefore will receive support from the national agencies delivering the Thrive model. As part of this, CAMHS is also putting together a Transformation Plan. Both the bid and the Transformation Plan will set out our plans for transforming the service and the work to develop them is ongoing, once they are completed they will shortly become public documents. Based on the principle of improving and aligning services to improve the offer to young people it can be expected that the outcomes will be positive. The vision for this plan includes: stronger prevention offer; better links with CAMHS and schools; strengthening pathways for most vulnerable and improving the specialist pathways. As the Transformation Plan is finalised further information will be available and a further equalities impact assessment will have to be completed by CAHMS as the re-design details emerge including looking at the impact on staff if any of the change options suggest changes to staff posts. In developing the EA, further thought will need to be given to consulting service users on the service re-design model to be implemented, particularly those groups which show low take-up.

We have sought the views of staff and service users in relation to the proposed changes and the concerns below were raised:

1. Longer waiting times for assessments and treatments
2. CAHMS threshold is too low
3. Risks that due to not getting CAHMS access, there will be an increase in violence and suicide
4. Some of the most vulnerable families will get a limited offer or no access
5. Needs to be clinically driven and use good practice
6. If we are less able to respond to need there is likely to be an increased pressure on other children's social care provision
7. There should be family centred work
8. If the threshold is increased – more families will be left out of eligibility



## 9. Risks to increase to safeguarding issues

Additional feedback has been included in this EA, the points above are issues for the service re-design to consider and respond to in the Transformation Plan.

### **EQUALITIES SCREENING**

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.

#### **Does the change reduce resources available to address inequality?**

As previously noted, the overall budget allocation for CAMHS will reduce £200,000 off a mental health budget of £1,655,780, a reduction of approximately 12%. Whilst there will be a reduction of resources the aim is to ensure resources remain available to address inequality. The service re-design is intended to improve access to the service and there is no intention to reduce the service offer to any particular group. The outcomes we want to deliver to children and young people will still continue to be our key priority across all vulnerable groups. The strengthening pathways work began in Sept 2015 with an agreement to have a CAMHS team based alongside Children Social Care staff, employ a psychologist and work with an independent provider to have a reference group of young advisors to ensure we do not lose sight of what young people want from a CAMHS service. All this will be done within the current budget minus the proposed reduction.

#### **Does the change involve a reduction in staff?**

Yes, one of the options under service re-design may lead to a reduction in the region of 4 FTE staff at PO3-5 level however we are actively working with our commissioning partner (ELFT) to consider the least impactful way of making the proposed reduction and will consider alternative funding streams via the NHS if appropriate.

#### **Does the change involve a redesign of the roles of staff?**

Yes, as part of the service re-design, there may be a need to reshape the role of staff although it is unlikely this will have a significant impact on working patterns. If this option is an option the provider wishes to take forward, an equalities impact

assessment will have to be completed by ELFT to determine its impact on staff as per the requirements of the Equality Act 2010.

### 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"> <li>• Please add a narrative to justify your claims around impacts and,</li> <li>• Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making</li> </ul>
Race	Positive	<p>The 2013-16 Tower Hamlets Mental Health Strategy states that CAMHS community services by children and young people of Bangladeshi origin is around 37%, against a population of under 19"s of 55%.</p> <p>We do know that there is difference of mental disorder amongst key groups. Pakistani and Bangladeshi had a rate of less than 8% and the black group a rate of 9% with the highest amongst the white group</p>

		<p>of 10%. This is against a backdrop of the Bangladeshi community making up more than 61.6% of the 5 to 17 year old local population according to the 2011 Census. Whilst this information gives us an indication, there could also be issues of need not being identified. We know that one of the key local issues is access for local Bangladeshi young people, this needs to be addressed through the service re-design model and a recommendation is made to this point.</p> <p>This proposal aims to re-design the CAMHS service based on a national model to improve the service offer. On the principle of redesigning a service to address some of our local CAMHS challenges, the impact should be positive on this community group.</p>
Disability	Positive	<p>Chronic mental health illnesses are a disability. By providing an improved accessible service for this group, this is effectively aiming to reduce inequality which should have a positive impact in this area.</p> <p>This proposal aims to re-design the CAMHS service based on a national model to improve the service offer. The transformation plan has identified the development of the neurodevelopment pathway as an area of focus that will receive additional investment . We have also developed an in-house service, the Disability Children's Outreach Service (DCOS) who work with families to reduce stress and improve families relationships, including emotional health and wellbeing, which will not be affected by this proposal. On the principle of redesigning a service to address some of our local CAMHS challenges, the impact should be positive on this community group.</p>
Gender	Positive	<p>There is a 60/40 split with male/female children and young people seen by CAHMS. We also know that certain disorders are experienced by certain genders at certain points in their life. In late adolescence, broadly - females are more likely to be affected by mental disorders such as anxiety disorder, depressive episode, psychotic illness, self-harm in lifetime and suicide attempt in lifetime and males are more likely to be represented under conduct disorders. The largest group accessing the service is adolescents, however more males than females use the CAMHS service. The prevalence of mental health and needs in the borough will need to be factored into the re-design.</p>

		<p>This proposal aims to re-design the CAMHS service based on a national model to improve the service offer. On the principle of redesigning a service to address some of our local CAMHS challenges, the impact should be positive on this community groups.</p>
Gender Reassignment	Neutral	<p>We do not currently have robust data on whether there are any gender re-assigned groups over represented in the CAMHS population. The local authority will work with CAMHS to collect information whether the children and young people coming into contact with CAMHS identify as being a different gender.</p> <p>This proposal aims to re-design the CAMHS service based on a national model to improve the service offer. On the principle of redesigning a service to address some of our local CAMHS challenges, the impact should be positive on this community group with stronger strategic fit with Children’s social care and an improved service offer across a wider reach – there are more opportunities to offer support to this group.</p>
Sexual Orientation	Neutral	<p>We do not currently have robust data on whether there are any lesbian, gay, bisexuals and transgender (LGBT) people young people over represented in the CAMHS population. The local authority will work with CAMHS to collect information on the young people coming into contact with CAMHS.</p> <p>Various studies<sup>3</sup> will point to lesbian, gay and bisexual people showing higher levels of anxiety, depression and suicidal feelings than heterosexual men and women and rates of drug and alcohol misuse have also been found to be higher; this is further compounded by the fact that they can be reluctant to disclose their sexuality. The recent Mainstream Grants funding programme awarded funding to Step Forward who focus on supporting vulnerable young people, including LGBT, young people who are experiencing emotional health and wellbeing issues.</p> <p>This proposal aims to re-design the CAMHS service based on a national model to improve the service</p>

<sup>3</sup> <http://www.nhs.uk/Livewell/LGBhealth/Pages/Mentalhealth.aspx>

		offer. On the principle of redesigning a service to address some of our local CAMHS challenges, the impact should be positive on this community with stronger strategic fit with Children's social care and an improved service offer across a wider reach – there are more opportunities to offer support to this group.
Religion or Belief	Positive	<p>Whilst there is no information on the religion or belief of children and young people in contact with CAMHS, there is a strong correlation between ethnic background and religion overall in the borough. In Tower Hamlets, 35% of the population are Muslim and the majority (83 per cent) of Muslim residents are ethnically Bangladeshi. It is therefore likely that the majority of pupils are of a Muslim faith. The issues identified in the "race" section of this Equality Analysis in terms of access levels from the Bangladeshi community can also likely to be applicable to people of a Muslim faith.</p> <p>A recommendation is made that when the needs of the Bangladeshi community is considered to address low access rates, the religious and cultural practices of the Muslim and Bangladeshi community are considered as there may be cultural and faith based practices which can either hinder access or be used to increase access to services.</p> <p>This proposal aims to re-design the CAMHS service based on a national model to improve the service offer. On the principle of redesigning a service to address some of our local CAMHS challenges, the impact should be positive on this community group with stronger strategic fit with Children's social care and an improved service offer across a wider reach – there are more opportunities to offer support to this group.</p>
Age	Positive	<p>Of those who have accessed CAHMS, the largest group is 12-18 year olds represented at 62.5% followed by 5-11 year olds at 31.5% and 0-4 year olds making up 6.6%. As we move to early intervention and prevention it may be that this profile changes with more young people's needs being identified before they materialise as adolescents.</p> <p>This proposal aims to re-design the CAMHS service based on a national model to improve the service offer. On the principle of redesigning a service to address some of our local CAMHS challenges, the impact should be positive on this community group.</p>

Socio-economic	Positive	<p>Children and young people in the poorest households are three times more likely to have a mental health problem than those better off – we have the highest levels of child poverty with one in four children living in low income families. It is critical that the service be re-designed to focus on early intervention and prevention</p> <p>This proposal aims to re-design the CAMHS service based on a national model to improve the service offer. On the principle of redesigning a service to address some of our local CAMHS challenges, the impact should be positive on this community group.</p>
Marriage and Civil Partnerships.	Neutral	<p>We do not currently have any data on the marital status of CAMHS users – the numbers are likely to be small as the key age group is mainly up to 18 years of age, the point at which marriage is legal.</p> <p>This proposal aims to re-design the CAMHS service based on a national model to improve the service offer. On the principle of redesigning a service to address some of our local CAMHS challenges, the impact should be positive on this community group with stronger strategic fit with Children’s social care and an improved service offer across a wider reach – there are more opportunities to offer support to this group.</p>
Pregnancy and Maternity	Neutral	<p>We do not currently have robust data on pregnancy and maternity status of young people using CAMHS. Under-18 pregnancies in 2013 in Tower Hamlets was 18.7% per 1000, for London it was 21.8% and for England it was 24.3% with a continued downward trajectory. Termination for under 18s is higher in Tower Hamlets – 71.6% per 1000.</p> <p>Pregnancy can bring significant challenges for a young person, they may usually be in an unstable relationship and have no secure accommodation to start a family and first pregnancies can also be challenging in itself. Pregnancy can impact on a young person’s education. Over 60% of the boroughs young people are Bangladeshi where pregnancy after marriage is the norm – this expectation can bring significant challenges for the family and the individual involved where the teenage pregnancy is</p>

		<p>outside of marriage. Termination can bring mental health challenges for a young person. These challenges put at risk the mental health and wellbeing of a teenager and for the purposes of early intervention and prevention – access to mental health support is key. This risk factor will need to be built into the service re-design.</p> <p>This proposal aims to re-design the CAMHS service based on a national model to improve the service offer. On the principle of redesigning a service to address some of our local CAMHS challenges, the impact should be positive on this community group with stronger strategic fit with Children’s social care and an improved service offer across a wider reach – there are more opportunities to offer support to this group.</p>
Other	Positive	<p>This proposal aims to re-design the CAMHS service based on a national model to improve the service offer. On the principle of redesigning a service to address some of our local CAMHS challenges, the impact should be positive on this community group.</p> <p>Children Looked After are a key vulnerable group facing multiple adversities, they must have access to mental health support. There is currently a significantly low level of access to CAMHS support for this group and this will have to be addressed as part of the re-design.</p>

#### 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
<b>None identified, but further assessment will be needed when service redesign plans are finalised</b>	

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

#### Section 5: Future Review and Monitoring

Ensure that the needs of Bangladeshi children and Children Looked After are better understood including understanding the cultural and faith based practice of the Bangladeshi and Muslim community to inform the service development and re-design to improve access. This should include direct consultation with the key vulnerable groups on the final option for service re-design.

As part of the final options appraisal of the service re-design and transformation model, undertake a full equalities impact assessment including on staff if the option makes any changes to staff.



<b>OPP TITLE:</b>	<b>Review of Attendance and Welfare Service</b>							
<b>DIR:</b>	Children's Services					REF: CHI007		
<b>SERVICE:</b>	Children's Services					LEAD OFFICER: Nasima Patel		
<b>TEAM:</b>	Children's Social Care- Attendance and welfare					<b>THEMES:</b>	Delivering Differently	
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
G62	£ 1,287	£ 100	£ -	£ -	£ 100	N	No	No
FTE Reductions	40	0	0	0	0			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
The Council's net expenditure on attendance and welfare is the second highest in London at £32 per pupil. In addition, the service generates approximately £800k a year income from schools for additional work. Our outcomes for attendance are in line with the London average for unauthorised absence and better than average for persistent absence. This proposal is to reduce costs by maximising income from schools, and vacancy management within the service. There will be no impact on delivery of the frontline service and outcomes delivered.								
<b>IMPLICATIONS TO CONSIDER</b> including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
None								
<b>EQUALITIES SCREENING</b>								
	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
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							
<b>CHANGES TO A SERVICE</b>								
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							
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?	No							
Does the change involve a redesign of the roles of staff?	No							

<b>OPP TITLE:</b>		<b>Reduction of General Fund subsidy for Gorsefield Rural Studies Centre</b>						
<b>DIR:</b>		Children's Services				REF: CHI008		
<b>SERVICE:</b>		Children's Services				LEAD OFFICER: Terry Parkin		
<b>TEAM:</b>		Learning & Achievement - Early Years				<b>THEMES:</b>	Delivering Differently	
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
G26 CC86305	£ 194	£ 50	£ -	£ -	£ 50	N	No	Yes
FTE Reductions	11	0	0	0	0			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
Gorsefield is a council owned and run rural studies centre based in Essex. It provides valuable residential experiences for pupils and generates in the region of £240k income per annum from schools. The service is currently subsidised from the General Fund and our proposal is to reduce this subsidy by a combination of revenue increase and reduction in running costs, whilst maintaining the service.								
<b>IMPLICATIONS TO CONSIDER</b> including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
The saving to the General Fund will be realised by increasing revenue from schools. There is a risk that this income will not be generated.								
<b>EQUALITIES SCREENING</b>								
	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
Does the change reduce resources available to address inequality?	No	The services provided at Gorsefield will continue with a reduced General Fund subsidy, by increasing revenue and reducing running costs.						
Does the change reduce resources available to support vulnerable residents?	No	As above						
Does the change involve direct Impact on front line services?	No							
<b>CHANGES TO A SERVICE</b>								
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	Additional revenue to support the service will be generated through charges to schools using it.						
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							
<b>CHANGES TO STAFFING</b>								
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**

Gorsefield Rural Studies Centre

**1b) Service area**

Learning and Achievement

**1c) Service manager**

Terry Parkin, Service Head for Learning and Achievement

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

Joanne Starkie, Community Engagement Quality and Policy Manager

## Section 2: Information about changes to services

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

Gorsefield is a council owned and run rural studies centre based in Essex. It provides valuable residential experiences for pupils and most of its running costs are paid for by income generated from schools. The service is currently subsidised from the General Fund. Our proposal is to reduce this subsidy by £50,000 per year: This will primarily be achieved through increasing revenue, although running costs will also be reviewed to ensure efficiencies are made where possible. The current expenditure budget for Gorsefield is £487,000 per year, with a net contribution from the General Fund of £194k.

Booking charges for schools vary according to the length of the booking and the time of year. A 3-day booking over a weekend over 2014-15 was generally charged at £110 per person for a minimum of 20 pupils (£37 per person per day). A 5-day booking through the week in 2014-15 varied from £5465 to £6830 for a minimum of 30 pupils (between £36 and £45 per person per day). Schools do not necessarily pass on the full cost to families: Feedback suggests that a number of schools subsidise this, providing further subsidy for families on low incomes.

Purchases for 2014-15 for Gorsefield amount to just over £285,000.00. Savings of £50,000.00 equate to 17.5% of this. If no changes were made to the running costs of Gorsefield, this would potentially increase the cost of booking Gorsefield for schools by 17.5%: This equates to an increase of between £6.30 and £7.87 per person per day based on 2014-15 prices. Individual schools may choose to meet this increase directly or to pass this on to families.

Initial benchmarking suggests that these increased charges would be in line with or below similar services, although more in-depth market research and monitoring will be carried out to ensure that the rates being offered by Gorsefield House remain competitive. Running costs will also be reviewed to ensure efficiencies are made where possible.

Feedback suggests that a number of local authorities do not have services such as Gorsefield House. Schools in these areas find provision run by the private or voluntary sector.

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

### **Evidence to assess the equalities implications**

#### The profile of those using Gorsefield House

Booking information indicates that 30 primary and secondary schools booked Gorsefield in 2014-15. Whilst the profile of the groups who attended from each school is not available, the overall profile of the schools who made the bookings gives an indication as to the groups most likely to be affected from this proposal.

2015 School Census data shows that 12,000 pupils attend the 30 schools who made bookings with Gorsefield House in 2014-15. Of these:

- 68% were of a Bangladeshi ethnic background. 12% were of a White ethnic background. 9% were of a Black or Black British ethnic background. This compares to an overall profile for primary and secondary schools in the borough of 63%, 14% and 10% respectively.
- 55% were female (including one all-girls secondary school) and 45% were male. Overall in all schools, the split is 50% and 50%.
- 4% had a statement of special education needs, giving some indication of levels of disability (although it should be noted that some pupils will have a statement without having a disability). This is the same as the overall figure for school pupils in the borough.
- 50% are classified as “disadvantaged” using Pupil Premium definitions. This gives some indication of the socio-economic profile of pupils attending these schools. Overall in all schools, the figure is 60%.
- Whilst there is no information on the religion or belief of pupils attending these schools, there is a strong correlation between ethnic background and religion overall in the borough. In Tower Hamlets, 35% of the population are Muslim and the majority (83 per cent) of Muslim residents are ethnically Bangladeshi. It is therefore likely that the majority of pupils are of a Muslim faith.
- Information on sexual orientation and gender reassignment is not collected.

#### Resident feedback on the proposal

There were 11 responses to the online consultation on the proposal. 60% thought that there would not be a negative impact. 40% of people thought that there would be a negative impact. Most people were positive about the savings that can be better used for front line services.

### 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"> <li>Please add a narrative to justify your claims around impacts and,</li> <li>Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making</li> </ul>
Race	Neutral	<p>Rates to book Gorsefield are likely to increase by a small amount as a result of this proposal. Schools who book with Gorsefield may meet this increase themselves or pass on the cost to families. If the latter approach is taken, this will have a disproportionate effect on families of a Bangladeshi ethnic background as the biggest single group attending primary and secondary schools in the borough and the schools who have made bookings with Gorsefield. Residents from an Asian ethnic background have some of the lowest levels of income in the borough: Data from the Housing Needs Survey 2014 demonstrates that 52% of residents of an Asian ethnic background have an income of £15,000 per year or less.</p> <p>Whilst an increase in charging may result in some families having less income or being unable to afford to</p>

		attend Gorsefield, it should be noted that the increase is relatively small. Furthermore, initial benchmarking suggests that these charges are in line with or below similar services, although more in-depth market research and monitoring will be carried out to ensure that the rates being offered by Gorsefield are competitive. Running costs will also be reviewed to ensure efficiencies are made where possible.
Disability	Neutral	<p>A small group of pupils from the schools who used Gorsefield in 2014-15 had a statement of special educational needs (4% or 448 pupils). If schools pass on an increase in booking costs to families, this will also have an impact on families who have children with disabilities.</p> <p>An increase in charging may result in some families having less income or being unable to afford to attend Gorsefield, however it should be noted that the increase is relatively small. Furthermore, initial benchmarking suggests that these charges are in line with or below similar services, although more in-depth market research and monitoring will be carried out to ensure that the rates being offered by Gorsefield are competitive. Running costs will also be reviewed to ensure efficiencies are made where possible.</p>
Gender	Neutral	<p>If schools pass on an increase in booking costs to families, this will have a disproportionate effect on families with daughters as the biggest single group attending the schools who have made bookings with Gorsefield House.</p> <p>Whilst an increase in charging may result in some families having less income or being unable to afford to attend Gorsefield, it should be noted that the increase is relatively small. Furthermore, initial benchmarking suggests that these charges are in line with or below similar services, although more in-depth market research and monitoring will be carried out to ensure that the rates being offered by Gorsefield are competitive. Running costs will also be reviewed to ensure efficiencies are made where possible.</p>
Gender Reassignment	Neutral	Inconclusive impact: We do not hold enough information on this group to be able to make a judgement. However, there is nothing from the detail of the proposal that suggests a disproportionately negative impact on transgender men and women.

Sexual Orientation	Neutral	Inconclusive impact: We do not hold enough information on this group to be able to make a judgement. However, there is nothing from the detail of the proposal that suggests a disproportionately negative impact on lesbian, gay or bisexual residents.
Religion or Belief	Neutral	<p>Whilst there is no information on the religion or belief of pupils attending these schools, there is a strong correlation between ethnic background and religion overall in the borough. In Tower Hamlets, 35% of the population are Muslim and the majority (83 per cent) of Muslim residents are ethnically Bangladeshi. It is therefore likely that the majority of pupils are of a Muslim faith</p> <p>If schools pass on an increase in booking costs to families, this will have a disproportionate effect on Muslim families as the biggest single group attending the schools who have made bookings with Gorsefield House.</p> <p>Whilst an increase in charging may result in some families having less income or being unable to afford to attend Gorsefield House, it should be noted that the increase is relatively small. Furthermore, initial benchmarking suggests that these charges are in line with or below similar services, although more in-depth market research and monitoring will be carried out to ensure that the rates being offered by Gorsefield House are competitive. Running costs will also be reviewed to ensure efficiencies are made where possible.</p>
Age	Neutral	<p>Given that Gorsefield House is aimed at primary and secondary school-age pupils, this proposal will have a disproportionate impact on children and young people aged 5 to 18 and their families.</p> <p>If schools pass on an increase in booking costs to families, this may result in some families having less income or being unable to afford to attend Gorsefield House. However, it should be noted that the increase is relatively small. Furthermore, initial benchmarking suggests that these charges are in line with or below similar services, although more in-depth market research and monitoring will be carried out to ensure that the rates being offered by Gorsefield House are competitive. Running costs will also be reviewed to ensure efficiencies are made where possible.</p>
Socio-economic	Potentially Negative (income)	<p>There are high levels of deprivation in the borough, and half of the pupils from schools who made bookings with Gorsefield House in 2014-15 were classified as “disadvantaged” using Pupil Premium definitions.</p> <p>If schools pass on an increase in booking costs to families, this may result in some families having less income or being unable to afford to attend Gorsefield House. This is more likely to have an impact on families who are already on low incomes. However, it should be noted that schools already provide further subsidy for Gorsefield</p>



		House bookings for families on low incomes. This existing additional subsidy should help mitigate the impact of the proposal, although it would be useful to carry out a full scoping exercise to map out the number of schools who offer this additional subsidy and to what extent.
Marriage and Civil Partnerships.	Neutral	This proposal will affect primary and secondary school-age children and young people and their families. No information on the marital status of parents is available to inform this needs assessment, however it is not anticipated that the proposal would have a disproportionate effect on one group.
Pregnancy and Maternity	Neutral	This proposal will affect primary and secondary school-age children and young people and their families. No information on pregnancy and maternity of pupils or the mothers of pupils is available to inform this needs assessment; however it is not anticipated that the proposal would have a disproportionate effect on one group.
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
<p><b>Income</b></p> <p>If this proposal results in schools passing on increased booking fees to families, this may result in families on low incomes facing further financial hardship or being unable to afford to attend Gorsefield House.</p>	<ul style="list-style-type: none"> <li>- Whilst schools already provide further subsidy for Gorsefield House bookings for families on low incomes, a full scoping exercise to map out the number of schools who offer this additional subsidy and to what extent will help ensure a consistent and fair approach.</li> <li>- Whilst initial benchmarking suggests that these charges are in line with or below similar services, more in-depth market research and monitoring will be carried out to ensure that the rates being offered by Gorsefield House are competitive.</li> <li>- Gorsefield House running costs will also be reviewed to ensure efficiencies are made where possible.</li> </ul>

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.

Six months after implementation.

- Number of bookings made to Gorsefield House and profile of schools making bookings
- Feedback from schools
- Benchmarking to understand prices charged by Gorsefield House

# **Communities , Localities and Culture Savings 2016/17**

<b>OPP TITLE:</b>		<b>Renegotiation of Current Leisure Services Contract</b>						
<b>DIR:</b>	CLC					REF: CLC002/16-17		
<b>SERVICE:</b>	Culture, Learning & Leisure					LEAD OFFICER: Shazia Hussain		
<b>TEAM:</b>	Sports & Physical Activity					<b>THEMES:</b>	Income Optimisation	
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before June 2015</b>	<b>Is an EA Req?</b>
	£ 2,102	£ 1,240			£ 1,240	<b>N/A</b>	No	No
FTE Reductions								
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
<p>The GLL contract is due to end on 2019 for the management of Leisure centres. The contract provides that GLL are paid a management fee of just over £2m including indexation. There is also a profit share arrangement for the allocation of the surplus at the end of each financial year. The arrangements are such that the Council and GLL receive 25% each of the declared surplus in the GLL accounts and 50% goes towards the Development pot. Development funding has to be agreed by both the Council and GLL and supports major works above the planned preventive maintenance schedule (PPM) and agreed Leisure development activities such as 'free swims' and 'Women only activities'.</p> <p>The previous MTFP identified that up to £1M could be generated annually from the surplus being achieved on the contract by GLL up to the contract end date in 2019 to contribute to efficiency targets. The current level of surpluses shown in the GLL accounts for LBTH does not deliver the full savings from the 25% allocation and in order to achieve the full sum there is a yearly negotiated agreement to reduce the development fund to make up the short fall on the £1M.</p> <p>The proposal sets out that the management fee of £2M paid to GLL and the income received from GLL will both cease for the remainder of the contract period. This achieves a net saving of £1M to the Council. GLL would receive 1m less under this arrangement at current levels of turnover. They have indicated that a prerequisite for entering in to negotiations on the above would be the setting aside of a capital sum and a review of fees and charges benchmarked against other London Boroughs. The Executive has made it clear that the impact of any proposed changes to fees and charges linked to agreement on this proposal must be brought back to the Executive before any final agreement is reached.</p>								
<b>IMPLICATIONS TO CONSIDER</b>								
<b>including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT</b>								
<p>GLL are required to take more risks for the remainder of the contract.</p> <p>A joint arrangement on Capital Investment will be required between the council and GLL to facilitate the above.</p> <p>GLL have asked that as part of these discussions the Council will review Fees and Charges.</p>								
<b>EQUALITIES SCREENING</b>								
<b>TRIGGER QUESTIONS</b>	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
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							
<b>CHANGES TO A SERVICE</b>								
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							
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?	No							
Does the change involve a redesign of the roles of staff?	No							

<b>OPP TITLE:</b>	<b>Making the Youth Service More Efficient</b>							
<b>DIR:</b>	CLC				REF:CLC003/16-17			
<b>SERVICE:</b>	Safer Communities				LEAD OFFICER: Andy Bamber			
<b>TEAM:</b>	Youth & Community Learning				<b>THEMES:</b>	Lean: Service Re-Design and Consolidation		
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 16/17</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
	£ 7,207	£ 700			£ 700	No	No	Yes
FTE Reductions								
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
This savings proposal is designed to improve further the efficiency of the service in a way that won't reduce the quality of the service to young people in the borough.								
The Youth Service is already operating in a more efficient way following changes made over the last year. There is now further opportunity to change the way in which we manage our budgets to become more efficient when buying services for young people or organising grant based community youth activities. We do this by using grant programmes such as the Youth Opportunity Fund (YOF) and Positive Activities for Young People (PAYP) as well as through youth support provision purchased directly from specialist providers.								
<b>IMPLICATIONS TO CONSIDER</b> including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
This highlights opportunities to reduce the costs of the Youth & Community Service. The objective will be to achieve this with no reduction to the quality of frontline service provision.								
<b>EQUALITIES SCREENING</b>								
<b>TRIGGER QUESTIONS</b>	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
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							
<b>CHANGES TO A SERVICE</b>								
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?	Yes	There will be no reduction in grant to the third sector but the Council may change the scope and nature of the things that we expect the 3rd sector to deliver in exchange for the grant						
Does the change affect Assets?	No							
<b>CHANGES TO STAFFING</b>								
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**

Making the youth service more efficient

**1b) Service area**

Youth Service, Safer Communities

**1c) Service manager**

Andy Bamber

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

Hasan Faruq, Quality Assurance Manager

## Section 2: Information about changes to services

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

This savings proposal is designed to improve further the efficiency of the service in a way that won't reduce the quality of the service to young people in the borough.

The Youth Service is already operating in a more efficient way following changes made over the last year. There is now further opportunity to change the way in which we manage our budgets to become more efficient when buying services for young people or organising grant based community youth activities. We do this by using grant programmes such as the Youth Opportunity Fund (YOF) and Positive Activities for Young People (PAYP) as well as through youth support provision purchased directly from specialist providers.

By managing grant and buying activities more efficiently it is expected that £700,000 of efficiency savings can be realised without any impact on the service offer to young people.

Total Saving: £700,000

Below are details of the savings of each programme:

#### Youth Opportunity Fund (YOF) Grant - £200k savings

The grant enables young people in the Borough with the opportunities for a range of activities, including volunteering opportunities. This was a Government grant introduced in around 2004 and withdrawn by the Coalition in 2010. Tower Hamlets made the decision to fund the programme and retained the YOF as a borough fund. There is no requirement to retain a separate fund and youth involvement can be incorporated into Positive Activities for Young People if required.

#### Positive Activities for Young People (PAYP) Grant - £300k savings

PAYP is another borough fund that focuses on provisions for young people aged 8-19 or up to 25 years. Young people in the Borough will have opportunities for a range of outdoor activities during the summer holiday through this programme. Over the last 2 years there has been a strategic realignment of service activity towards more effective targeting of specific need and a more



focused approach to intervention. This is proving more efficient and this particular funding stream has been underspent as a result. This efficiency can be captured as a corporate saving.

#### LAP areas efficiencies - £100k savings

The Universal youth provision supports young people to negotiate alternative routes and pathways into education, employment, training personal development. Savings from this proposal are being achieved as the result of more prudent spending and stronger management controls. This has not and will not result in a diminished service which will continue to deliver a strong activity and development programme for young people.

#### Targeted Youth Support - £100k savings

The Targeted Youth Support Service manages NEET & vulnerable young people using a case management system to provide early intervention to raise aspiration and build resilience. The team supports teenage parents, young people in the Youth Justice System, those on an ASBO, those on probation or on a referral order with YOT, young carers, those in statutory care, child protection plans, homeless asylum seekers/ travellers and those with mental health conditions, and/or have special educational need (SEN)/ learning difficulty nor disability (LDD). Savings from this proposal are limited to a review of the outdoor provision for young people, more prudent spending and stronger management controls. Tighter management control of spending has, and will contribute to deliver efficiencies in the service budget which can be set against corporate savings targets.

### **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).

In relation to the test of relevance questions, no impact on service users were identified. There will also be no reduction in grant to the third sector, although the Council may change the scope and nature of the things that the Council expect the third sector to deliver in exchange for the grant.

#### Youth Opportunity Fund Grant

The current total budget of this grant is £265K. The current service users' equalities data will become available at the end of January 2016. The table below shows the equalities data of young people that successful grant applicants (third sector organisations) expected to participate in the funded activities in 2015/16.

Ref No.	Lap	Organisation	Age Categories						SEN/LDD							Total		
			Male (8 - 12)	Male (13 - 16)	Male (17 - 19)	Female (8 - 12)	Female (13 - 16)	Female (17 - 19)	Male (8 - 12)	Male (13 - 16)	Male (17 - 19)	Male (20-25)	Female (8 - 12)	Female (13 - 16)	Female (17 - 19)		Female (20-25)	
101		Mouth That Roars		5	5		5	5										20
103	4	The Rooted Forum						20										20
107	2	Osmani Trust			10					1								11
113	3	JMC Girls				1	11											12
114	5	Greenlight					8											8
116	3	Ocean Youth Connxions		9	7													16
117	2	A Team Arts		8			12							2				24
118	3	Al Isharah Ltd			10					10								20
120	2	Attlee Youth Centre		12														12
159	3	Wessex Youth Project			5													5
122	8	East London Majorettes				5	2	1							1			9
124	1	Columbia Girls and Young Women's project					25											25
131	8	Island House	3	5	3	6	7	3			2					1		30
127	4	Cannon Support Link			10													10
132	6	Leaders in Community			1		5											6
129	3	Frontline Productions			10													10
130	3	Frontline Productions			10													10
134	6	Mile End Community Project		5	5													10
136	6	Ocean Somali Community Association	10	10	10		10	10										50
142	7	Setting the Milestone		9														9
143	7	Setting the Milestone					12											12
144	4	Society Links		12														12
145	7	Splash Play			3			7										10
146		Teebah Foundation		6			6	7							6	7		38
147	3	Stifford Centre					12			6					2			14
148	3	Stifford Centre			7		4	4										15
126	5	Caxton Hall Youth Centre		6			5											11
153	6	Sportlink	15		3	15												33
154	6	Sports Network Council		30														30
155	4	Wapping Youth Centre		10														10
148	7	Apasenth		15	15		15	15		15	15			15	15			120
162	2	Young and Talented		10			10											20
<b>Total:</b>			<b>28</b>	<b>152</b>	<b>114</b>	<b>27</b>	<b>149</b>	<b>72</b>	<b>0</b>	<b>23</b>	<b>28</b>	<b>0</b>	<b>0</b>	<b>26</b>	<b>23</b>	<b>0</b>	<b>642</b>	

- 16% (8 out of 32) of the organisations work with young people with SEN and LDD.
- Beneficiaries of this project are young people aged between 13 and 19 and up to 25 with SEN and/or LDD.
- Although no organisations expected young people aged between 20 and 25 with SEN and/or LDD would participate in the recommended activities, they encourage people with this age group with SEN/ and/or LDD to take part in the activities.
- 54% (345 out of 642) of the expected participants were boys and 46% (297) girls

It is expected that there will be no impact on service users by this proposal, since the allocated monies for this grant has been underspent. Also, the proposal is that activities funded by this grant will be incorporated into the Positive Activities for Young People (PAYP) grant if required. The name of 'YOF grant' will remain, but the scope will be largely changed. The grant monies up to a maximum of £500 will be made available for innovative ideas.

Positive Activities for Young People (PAYP) Grant

The current total budget of this grant is £678,738. The equalities data of the young people participated in the summer activities this year are being received. The table below shows equalities data of young people that successful grant applicants (third sector organisations) expected to participate in the funded activities in summer of 2015/16.

Organisation	Age Categories						SEN/LDD								Total
	Male (8 - 12)	Male (13 - 16)	Male (17 - 19)	Female (8 - 12)	Female (13 - 16)	Female (17 - 19)	Male (8 - 12)	Male (13 - 16)	Male (17 - 19)	Male (20-25)	Female (8 - 12)	Female (13 - 16)	Female (17 - 19)	Female (20-25)	
Bangladesh Football Association (UK)	52	60	20		8										140
East Girls project c/o The Rooted Forum					20	10									30
Osmani Trust - Aasha project	5	15	10					10	5						45
Osmani Trust - Amaal girls project				10	20	8						5	2		45
Vallance Community Sports Association - Boys	15	15	10												40
Island House Community Centre	12	12	1	12	12	1									50
Newark Youth London	10	20	10	5	5	2									52
Vallance Community Sports Association - Girls				5	5	10									20
Streets of Growth		5	5		5	5									20
Al-Isharah		2	2		2										16
Attlee Centre	15	20	10	10	10	5		6				4			77
Society Links	5	10	10	5	15	15	1	1		1	1	1			66
Young & Talented		2	3		3	4									12
Weavers Community Forum	2	12	10	2	8										34
Shadwell Youth Club c/o The Rooted Forum					20	15									35
2nd East London Scout Group	13	10	2	12	10	3									50
Shadwell Basin Outdoor Activity Centre	40	60		40	60										200
Step Forward (Tower Hamlets)	2	4	4	2	4	4				1				1	22
The Arbour Youth Centre		8	6		8	18									40
St Hilda's East Community Centre	10	35		10	15										70
Wise Youth Trust	8	8	15	4	5	2	1	1	1						45
Mudchute Association	10	10	5	10	10		3	5		2	3				58
Ocean Youth Connexions - Girls & Women's project				12	12	10						2	2		38
Ocean Youth Connexions - Open Access	6	20	10	4	5	5									50
Sports Network Council	4	14	9	1	6	2	1	1	1		1				40
Somali Integration Team					20	20									40
Milestone	3	20	2	2	15										42
Shadow Youth Alliance	6	10	6	6	10										38
Malmesbury Community Project	10	15	15	10	10	10									70
<b>Total:</b>	<b>228</b>	<b>387</b>	<b>165</b>	<b>162</b>	<b>323</b>	<b>149</b>	<b>6</b>	<b>27</b>	<b>9</b>	<b>4</b>	<b>5</b>	<b>14</b>	<b>5</b>	<b>1</b>	<b>1485</b>

- 34% (10 out of 29) of the organisations work with young people with SEN and LDD.
- Beneficiaries of this project are young people aged between 8 and 25.
- 56% of the expected participants were boys and 44% girls.

It is expected that there will be no impact on service users by this proposal, since the allocated monies for this grant has been underspent.

#### LAP areas efficiencies

The current total budget is £2.66m and this year's expenditure is £2.56m. This proposal is to reduce costly excursions and trips that offer little long term value and learning opportunities to young people and to focus on effectiveness of the projects to achieve the aim of this programme, i.e. supporting young people to negotiate alternative routes and pathways into education, employment, training personal development. Savings from this proposal has been achieved and this has not result in a diminished service. This programme will continue delivering development programme for young people.

#### Targeted Youth Support

The current total budget is £1.17m and this year's expenditure is £1.07m. The Targeted Youth Support Service supports NEET and vulnerable young people, including teenage parents, young people in the Youth Justice System, those on an ASBO and those with learning difficulties. The tables below show some recent data on NEET. It has been known that young people with White background and boys are over-represented in the NEET group in the Borough.

#### Proportion of young people NEET ( 16-18)

	<b>NEET % Nov- Jan</b>
2005	12.6%
2006	10.9%
2007	8.2%
2008	6.7%
2009	6%
2010	5.3%
2011	4.9%
2012	4.9%
2013	4.56%
2014	3.4%

## Tower Hamlets Adjusted NEET% - December 2014 and December 2013 – ethnicity breakdown

		Tower Hamlets		England		London		Newham	
		Dec14	Dec13	Dec14	Dec13	Dec14	Dec13	Dec14	Dec13
<b>White</b>		6.3%	9.8%	5.1%	5.7%	4.7%	5.3%	8.8%	8.7%
Mixed race	White and Black Caribbean	7.2%	9.7%	6.8%	7.5%	6.0%	6.9%	6.1%	7.0%
	White and Black African	5.0%	10.5%	4.5%	4.3%	3.5%	3.2%	5.4%	4.0%
	White and Asian	7.7%	3.6%	3.7%	3.9%	2.9%	2.9%	2.3%	2.6%
	Other Mixed Background	4.5%	5.3%	4.2%	4.5%	3.8%	3.8%	4.9%	1.8%
Black or Black British	Black Caribbean	3.0%	10.3%	4.3%	4.7%	3.4%	4.0%	4.3%	2.7%
	Black African	3.1%	2.2%	1.8%	2.1%	1.7%	1.9%	2.3%	2.4%
	Other Black Background	7.1%	4.9%	3.5%	3.7%	3.0%	3.2%	4.4%	3.5%
Asian or Asian British	Indian	4.2%	4.3%	1.8%	1.9%	1.5%	1.6%	2.6%	3.0%
	Pakistani	6.3%	5.7%	3.8%	4.2%	2.6%	2.7%	4.7%	3.6%
	Bangladeshi	2.6%	3.9%	2.9%	3.4%	2.6%	3.2%	3.6%	3.2%
	Other Asian Background	5.1%	1.7%	1.9%	2.0%	1.6%	1.7%	2.8%	1.1%
Chinese		2.1%	3.4%	0.7%	0.7%	0.5%	0.6%		
Other Ethnic Group - Arab				3.7%	2.7%	2.2%	2.0%	4.9%	
Other		1.0%	4.6%	3.8%	4.1%	2.9%	3.1%	2.3%	2.2%
No ethnicity information		1.4%	0.5%	3.7%	4.1%	3.2%	3.4%	3.4%	2.2%
Total		3.4%	4.9%	4.7%	5.2%	3.8%	4.4%	4.5%	3.9%

## Gender in NEET

	Male	Female
<b>18+</b>	106 (65%)	58 (35%)
<b>17 years</b>	89 (70%)	39 (30%)
<b>Year 11</b>	49 (77%)	15 (23%)

The proposal is to rationalise existing activities and explore alternative ways and means for engaging young people to develop their employability skills. Since savings from this proposal will be made through a review of the outdoor provision for young people, more prudent spending and stronger management controls, no impact on the service users is expected. This programme will continue supporting NEET and vulnerable young people.

**Feedback from consultation**

Members of the public and the Council staff were consulted on this proposal from 19 October 2015 till 9 November 2015. Below is a summary of the outcome:

Members of the public

- 15 respondents
- 47% (19) of the respondents thought the proposal would have an impact on people using the service, including:
  - Service users/young people (5 responses); family and communities (1).
- 60% (9) thought there were positive outcomes from the proposal, including:
  - Savings (5 responses); smarter ways of working will save and improve service (2).
- 47% (16) thought the proposal would have negative impacts, including:
  - Lack of opportunities for young people.

Other comments included:

- The proposal is not clear.

- How can the Council save £700k without impacting frontline services? The size of savings suggests there may be more than that is set out in proposal.
- Much more can be saved.
- Youth service is vital.

#### The Council staff

- 12 respondents
- Five respondents thought the proposal would have an impact on people using the service, including:
  - Young people (3 responses).
- Nine respondents thought there were positive outcomes from the proposal, including:
  - The service needs to be more efficient (2).
- Five respondents thought the proposal will have negative impacts, including:
  - Quality of the service will be deteriorated and fewer young people will benefit from the service.

#### Other comments included:

- Streamline less productive parts of the service.
- Seek sponsorship locally.

#### Service users

The following two face-to-face consultation meetings were held

<b>Level 2 Consultation Delivery Method</b>	<b>Date of Event</b>	<b>Attendance</b>	<b>Comments</b>
Focus Group with Young Carers	27/10/2015	13	All 13 said that the proposal will lead to negative impact
Focus Group with the Youth Council	28/10/2015	22	All 22 said that the proposal will lead to negative impact



### Focus Group with Young carers

Their comments included:

- Nothing to do at home. Social isolation and be a loner.
- Not get help and can have consequence in later life (e.g. no job and lack of confidence).

Observation by a youth worker:

'Although the group were too young to understand much of what the consultation meant or it's long term impact, they did show a great deal of anxiety over the prospect of a reduction in service or resources. Many have been coming for years and see this as a sole arena for support and friendship. Other avenues such as youth centres do not serve the same purpose and young people don't have their acute life experiences to understand them.'

### Focus Group with Youth Council

Their comments included:

- Pointless projects will be filtered out. The money will be used more effectively.
- Prioritise other services such as education or health care.
- Young people will gain less information, experience, skills and accreditations, which may impact on their later lives (e.g. employment, NEET)
- Young people will have nowhere to go. Young people will become less sociable.
- Young people's confidence may decrease
- There will be lack of girls provisions or services
- There will be less attractions at youth centres and less opportunities for young people
- Increase in violent youth behaviour
- No youth voice will be heard.

Ways to mitigate the impact

- One big centre in each lap (centre hubs)
- Youth newsletter/ programme (borough wide)

- Young people decide and prioritise projects
- Low cost trips
- Fundraising events to raise money for centres
- Schools to run more after school clubs
- Mobile centres
- Centres make own food/catering during sessions rather than buy food from caterers
- Ensure money is spent effectively. Youth centres should focus on saving money (Cook food rather than buy, use public transport and not minibus and cheaper trips)
- Evaluate all projects at youth centres and judge significance
- Shut down least popular centres.

### **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.

<b>Target Groups</b> What impact will the proposal have on specific groups of service users and staff?	<b>Impact – Positive or Adverse</b>	<b>Reason(s)</b> <ul style="list-style-type: none"> <li>• Please add a narrative to justify your claims around impacts and,</li> <li>• Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making</li> </ul>
Race	Neutral	<p>Young people will continue having access to activities dedicated to them regardless of their race. While the budget of the identified four programmes will be reduced, activities under this proposal will be streamlined to maximise its positive impact on young people in the borough.</p> <p>Targeted Youth Support programme will continue offer the services to NEET and vulnerable young people. Addressing the disproportionate representation of White group in NEET is one of the targets of the programme.</p>
Disability	Neutral	<p>Young people will continue having access to activities dedicated to them regardless of their disabilities. While the budget of the identified four programmes will be reduced, activities under this proposal will be streamlined to maximise its positive impact on young people in the borough.</p> <p>Especially, Youth Opportunity Fund grant, Positive Activities for Young People grant and the Targeted Youth Support programme will continue offer the services to young people with SEN and LDD.</p>
Gender	Neutral	<p>Young people will continue having access to activities dedicated to them regardless of their gender. While the budget of the identified four programmes will be reduced, activities under this proposal will be streamlined to maximise its positive impact on young people in the borough.</p> <p>Targeted Youth Support programme will continue offer the services to NEET and vulnerable young people. Addressing the disproportionate representation of boys in NEET is one of the targets of the programme.</p>

Gender Reassignment	Neutral	Young people will continue having access to activities dedicated to them regardless of their gender reassignment. While the budget of the identified four programme will be reduced, activities under this proposal will be streamlined to maximise its positive impact on young people in the borough.
Sexual Orientation	Neutral	Young people will continue having access to activities dedicated to them regardless of their sexual orientation. While the budget of the identified four programme will be reduced, activities under this proposal will be streamlined to maximise its positive impact on young people in the borough.
Religion or Belief	Neutral	Young people will continue having access to activities dedicated to them regardless of their religion or belief. While the budget of the identified four programmes will be reduced, activities under this proposal will be streamlined to maximise its positive impact on young people in the borough.
Age	Positive	All activities under this proposal are dedicated to young people. They continue having access to activities dedicated to them. While the budget of the identified four programmes will be reduced, activities under this proposal will be streamlined to maximise its positive impact on young people in the borough.
Socio-economic	Neutral	Young people will continue having access to activities dedicated to them regardless of their socio economic status. While the budget of the identified four programmes will be reduced, activities under this proposal will be streamlined to maximise its positive impact on young people in the borough.
Marriage and Civil Partnerships.	Neutral	<p>Young people will continue having access to activities dedicated to them regardless of their marriage and civil partnership status. While the budget of the identified four programmes will be reduced, activities under this proposal will be streamlined to maximise its positive impact on young people in the borough.</p> <p>Targeted Youth Support programme will continue offer the services to NEET and vulnerable young people, including young parents.</p>

Pregnancy and Maternity	Neutral	Young people will continue having access to activities dedicated to them regardless of their pregnancy maternity. While the budget of the identified four programmes will be reduced, activities under this proposal will be streamlined to maximise its positive impact on young people in the borough.
Carers	Neutral	Young carers will continue having access to activities dedicated to them.

#### 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
Young people become anxious about the savings.	The service will ask community voluntary sector to make sure they engage young people in the grant process.

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.

Young people's service take-up and feedback will continue being monitored.

OPP TITLE:		Discontinue the Incontinence Laundry Service						
DIR:	CLC					REF:CLC004/16-17		
SERVICE:	Safer Communities					LEAD OFFICER: Andy Bamber		
TEAM:	Consumer & Business Regulations					THEMES:	Lean: Service Re-Design and Consolidation	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Net Savings 18/19 £000	Total Saving	Invest to Save 15/16	Start before Sep 2015	Is an EA Req?
	£ 59	£ 41			£ 41	N/A	No	Yes
FTE Reductions		2			2			
DETAILS OF SAVINGS OPPORTUNITY								
<p>The Incontinence Laundry, a health function, provides free of charge weekly laundry services to residents within the borough. It is located in a basement area beneath York Hall.</p> <p>Laundry services are provided for 20 Tower Hamlets residents and 21 clients in Camden, for which Camden Social Services are charged £26.37 + VAT per person per week. Payments are received quarterly.</p> <p>A laundry service is also provided to London Borough of Hackney; however, following a social services review, only 4 clients remain on this agreement.</p> <p>Two members of staff are permanently based within the laundry service and a vehicle and driver are shared with Pest Control.</p> <p>This is a non-statutory service and could be discontinued. The NHS provides free support to residents based on need. Residents that currently receive the service within the borough now also have direct control of their personal care budgets, which enables them to determine the nature of their care support for themselves.</p> <p>Given that this is a health function and not a statutory requirement of the Council and in view of the existence of the above NHS arrangements the discontinuance of the laundry service could be adequately managed as part of the NHS client needs assessment process.</p>								
IMPLICATIONS TO CONSIDER								
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
No Further implications to consider.								
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?	Yes	However NHS direct provision and personal care budgets mitigate against this change						
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?	Yes	The NHS will provide direct support that may be supplemented by personal care budgets at the clients discretion.						
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	The Council will no longer be providing this service						
Does the Change involve Local Suppliers being affected ?	No							
Does the change affect the Third Sector?	No							
Does the change affect Assets?	Yes	The space currently used for this service would be vacated.						
CHANGES TO STAFFING								
Does the change involve a reduction in staff?	Yes	A full staffing review will be necessary, which will be undertaken in accordance with the Handling Organisational Change policy and will include a full impact assessment to ensure that equalities groups are not disproportionately affected.						
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**

Discontinue the incontinence laundry service

**1b) Service area**

Consumer and Business Regulations, Safer Communities

**1c) Service manager**

Andy Bamber

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

David Tolley, Head of Consumer and Business Regulations



## Section 2: Information about changes to services

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

The Incontinence Laundry, a health function, provides free of charge weekly laundry services to residents within the borough. It is located in a basement area beneath York Hall.

Laundry services are provided for 20 Tower Hamlets residents and 21 clients in Camden, , for which Camden's social services department are charged £26.37 + VAT per person per week. Payments are received quarterly. A laundry service is also provided to one private client from Camden, who previously received the service through Camden's social services prior to them ending her funded provision. This client is charged at £26.37 + VAT per bag.

Services are also provided to, Nappy Ever After, based in Camden, charged at £20 + VAT per bag of 250 nappies. Spa London Slippers, based at York Hall are charged £3+VAT per load, with an average of 5 loads per week. A laundry service is also provided to London Borough of Hackney; however, following a social services review, only 4 clients remain on this agreement.

2 members of staff are permanently based within the laundry service and a vehicle and driver are shared with pest control. This is a non-statutory service and could be discontinued. The NHS provides free support to residents based on need. Residents that currently receive the service within the borough now also have direct control of their Personal Independence Payments, which enables them to determine the nature of their care support for themselves. Given that this is a health function and not a statutory requirement of the council and in view of the existence of the above NHS arrangements the discontinuance of the laundry service could be adequately managed as part of the NHS client needs assessment process.

Savings: £41,000

## 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 proposal is to discontinue the incontinence laundry service to save £41,000 per year in operating costs. It will save £20,000pa (approx.) in unbudgeted costs, and over £38,000 in capital costs, required to replace existing machinery which is reaching the end of its useful economic life.

In relation to the test of relevance questions, we know that this will affect at least 20 service users who are also residents in the Borough. This will:

- Reduce the level of resources available to address inequality
- Alter access to the service
- Change the provider of the service (the NHS provides free support to residents based on needs or if eligible, they can contribute to any costs from Personal Independence Payments).

### Impact on the staff

The proposed change will affect employees' contracts. The change could include restructuring of work which would result in changes to job descriptions, staffing structures, work locations and elements of contractual remuneration including contractual overtime, shift allowances. The change will be handled through discussions with the Trade Unions.

[Equalities analysis on the impact on staff will be carried out by service managers with support from HR.]

### Impact on service users

The service has 35 clients on its books, although 15 of those cases are being reviewed as it is thought there may no longer be an incontinence issue present. The table below shows their age groups:

	25-34	35-44	45-54	55-64	65+	unknown	Total
Service users with regular sign of incontinence	1	1	2	3	11	2	20
Service users without regular sign of incontinence	0	1	2	5	4	3	15

<b>Total</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>8</b>	<b>15</b>	<b>5</b>	<b>35</b>
%	3%	6%	11%	23%	43%	14%	

It is not known how many users of the incontinent laundry service are registered as disabled. However, incontinence is a symptom of disease or complex ailment in which case those service users are likely to be disabled. Furthermore, under the Equality Act 2010<sup>1</sup> a person is disabled if they “have a physical or mental impairment that has a ‘substantial’ and ‘long-term’ negative effect on their ability to do normal daily activities” and it is therefore likely those clients of the service where there is an incontinence issue present are likely to fall within this definition and share this protected characteristic.

However, the service has not had any new clients for more than 2½ years, and surrounding authorities have ceased providing similar services in recent years.

The services to clients in Camden and Hackney are provided under contracts with each council. Similarly the service to Nappy Ever After, a private company, is also provided under a commercial contract.

#### NHS service and other providers

The service understands that the Hospital Continence Service provides free pads and other continence products to incontinent clients, but does not provide a laundry service. However, there is a possibility that the number of free pads that the NHS provides is not sufficient for a client’s needs. In the event that a client finds that the number of free pads is insufficient and/or requires a laundry service from other providers, they will need to purchase pads and/or laundry services if they or their carers/families are unable to do so. The clients who are entitled to Personal Independence Payments may be able to use their personal budgets to purchase the laundry service from other providers.

The Camden Council’s social services are currently charged at £26.37 + VAT per person per week. A private client is charged at £26.37 + VAT per bag.

‘Laundry Heap’ a company advertised online, charges clients £14 for standard wash of 6kg and £28 for 12kg. It does not identify if they charge more for incontinent laundry.

<sup>1</sup> <https://www.gov.uk/definition-of-disability-under-equality-act-2010>

## Feedback from consultation

Members of the public and the Council staff were consulted on this proposal from 19 October 2015 till 9 November 2015. Below is a summary of the outcome:

### Members of the public

- 27 respondents
- 70% (19) of the respondents thought the proposal would have an impact on people using the service, including:
  - Service users (7 responses); Nappy Ever After and their customers (3); Elderly and chronically sick (3); Staff (3).
  - This is a good service, but the Council should not pay (2 responses).
  - If people move into a care home, it will cost more.
- 41% (11) thought there were positive outcomes from the proposal, including:
  - Savings (5 responses); making individuals less reliant on the Council services if they are able to do so (3).
  - Support is needed for people who are severely disabled and/or live alone.
- 64% (16) thought the proposal would have negative impacts, including:
  - The increase of disposable nappies, which will increase waste and cost for the Council (4);
  - impact on Nappy Ever After;
  - possible service reduction of the initiative (4);
  - considering the hardship by the proposal, savings to be made is small (1);
  - difficult to find alternative provision (1).

Other comments included:

- Go ahead with the saving (2)
- Keep this service and cut other services (3)
- Small saving compared to impact on users and economy and increased waste into landfill (3)

- Will the current users be helped to buy this service form somewhere else?
- This service saves money in long run (e.g. helps people stay at home vs care home costs £3,500pm) (1)
- Nappy Ever After saves landfill and pollution/the environment (1)

#### The Council staff

- 7 respondents
- Four respondents thought the proposal would have an impact on people using the service, including:
  - Service users (3 responses) including those who have to pay now; potential future users (1).
- Six respondents thought there were positive outcomes from the proposal, including:
  - Create efficiency, since the Council is not liable for the service. (2)
  - Reduce admin and operational costs (1)
  - The service can be provided differently. The number of users is small.
- Three respondents thought the proposal will have negative impacts, including:
  - On the staff who deliver the service

#### Other comments included:

- Create a business case for more business. Need to find out comparable costs.
- NHS may not provide as good a service as the Council.
- This is not a statutory service, so the Council can discontinue it.

#### Service users

Thirty five service users were individually contacted by post to feed into the consultation. Below are the results:

- 40% (14) of the service users responded.
- 71% (10) of the responses were provided by clients, 22% (3) by friends or relatives on behalf of the clients and 7% (1) by a carer.

- All respondents thought that this proposal would have impact on them
- No respondents thought there would be positive outcomes from the proposal.
- All respondents thought that this proposal would have negative impacts.

Other comments:

- Six responses identified that the clients were unable to do laundry by themselves due to disability and health conditions. Two of them stated that they did not own a washing machine.
- Some respondents stated that other family members would need to take on this task or pay for the service.

### **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.

<b>Target Groups</b> What impact will the proposal have on specific groups of service users and staff?	<b>Impact – Positive or Adverse</b>	<b>Reason(s)</b> <ul style="list-style-type: none"> <li>• Please add a narrative to justify your claims around impacts and,</li> <li>• Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making</li> </ul>
Race	Neutral	This proposal is to discontinue the Council's laundry service. Currently, the service has 35 clients in the borough, 15 of whom are being reviewed as there may no longer be an incontinence issue in their cases. All service users will be affected by this proposal regardless of their race. The data made available do not contain the information on the clients' race.
Disability	Possibility of negative impact	<p>This proposal is to discontinue the Council's laundry service. Currently, the service has 35 clients in the borough, 15 of whose cases are being reviewed as there may no longer be an incontinence issue present.</p> <p>Most, if not all, service users are likely to fall within the definition of disabled under the Equality Act 2010, and therefore share this protected characteristic.</p> <p>Although NHS provides free pads for clients who need one, it remains unclear whether NHS will provide the current clients of the laundry service with an adequate number of pads in the future. As NHS does not provide laundry service, if any of the current laundry service clients still need a laundry service, they will need to purchase it out of their Personal Independence Payment or private income or savings. There is a possibility that this proposal will adversely impact this group.</p>
Gender	Neutral	<p>This proposal is to discontinue the Council's laundry service. Currently, the service has 35 clients in the borough, 15 of whose cases are being reviewed as there may no longer be an incontinence issue present.</p> <p>The data suggest that the male-female ratio of the clients as of July 2015 was about 50:50. All service</p>

		users will be affected by this proposal regardless of their gender.
Gender Reassignment	Neutral	<p>This proposal is to discontinue the Council's laundry service. Currently, the service has 35 clients in the borough, 15 of whose cases are being reviewed as there may no longer be an incontinence issue present.</p> <p>All service users will be affected by this proposal regardless of their gender reassignment. The data made available do not contain the information on the clients' gender reassignment.</p>
Sexual Orientation	Neutral	<p>This proposal is to discontinue the Council's laundry service. Currently, the service has 35 clients in the borough, 15 of whose cases are being reviewed as there may no longer be an incontinence issue present.</p> <p>All service users will be affected by this proposal regardless of their sexual orientation. The data made available do not contain the information on the clients' sexual orientation.</p>
Religion or Belief	Neutral	<p>This proposal is to discontinue the Council's laundry service. Currently, the service has 35 clients in the borough, 15 of whose cases are being reviewed as there may no longer be an incontinence issue present.</p> <p>All service users will be affected by this proposal regardless of their religion or belief. The data made available do not contain the information on the clients' religion or belief.</p>
Age	Possibility of negative impact	<p>This proposal is to discontinue the Council's laundry service. Currently, the service has 35 clients in the borough, 15 of whose cases are being reviewed as there may no longer be an incontinence issue present.</p> <p>The data show that 23 clients (66%) are aged 55 or over, 15 of whom (43%) were aged over 65, although there are also 7 younger clients (20%) who are under 55 and 5 (14%) whose age is not</p>



		<p>known.</p> <p>Although NHS provides free pads for clients who need one, it remains unclear whether NHS will provide the current laundry service clients with adequate number of pads in the future. As NHS does not provide laundry service, the current laundry service clients need to purchase the service using their Personal Independence Payment or private income or savings. There is a possibility that this proposal will adversely impact on this group.</p>
Socio-economic	Possibility of negative impact	<p>This proposal is to discontinue the Council's laundry service. Currently, the service has 35 clients in the borough, 15 of whose cases are being reviewed as there may no longer be an incontinence issue present.</p> <p>All service users will be affected by this proposal regardless of their socio-economic status. The data made available do not contain the information on the clients' socio-economic status.</p> <p>Although NHS provides free pads for clients who need one, it remains unclear whether NHS will provide the current laundry service clients with adequate number of pads in the future. As NHS does not provide laundry service, the current laundry service clients need to purchase the service using their Personal Independence Payment or private income or savings. If they need to pay for the alternatives, the clients and/or their families with low income may have disproportionately adverse impact.</p>
Marriage and Civil Partnerships.	Neutral	<p>This proposal is to discontinue the Council's laundry service. Currently, the service has 35 clients in the borough, 15 of whose cases are being reviewed as there may no longer be an incontinence issue present.</p> <p>All service users will be affected by this proposal regardless of their marriage and civil partnership status. The data made available do not contain the information on the marriage and civil partnership status.</p>

Pregnancy and Maternity	Neutral	<p>This proposal is to discontinue the Council's laundry service. Currently, the service has 35 clients in the borough, 15 of whose cases are being reviewed as there may no longer be an incontinence issue present.</p> <p>All service users will be affected by this proposal regardless of their pregnancy and maternity status. The data made available do not contain the information on the pregnancy and maternity status.</p>
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
Alter access to the service Change of the service provider	The service will provide necessary information on the NHS service provision, alternative service provider and about Personal Independence Payments for the current customers.
Reduce the level of resources available to address inequality	Although the level of resources is being reduced within the council, services will work with clients to access alternative support which they may be entitled to receive from the NHS.

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.

n/a

<b>OPP TITLE:</b>	<b>Alternative Service Delivery Model for Animal Warden Service</b>							
<b>DIR:</b>	CLC				REF: CLC005/16-17			
<b>SERVICE:</b>	Safer Communities				LEAD OFFICER: Andy Bamber			
<b>TEAM:</b>	Enforcement, Intervention & Markets				THEMES:		Delivering Differently	
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 16/17</b>	<b>Start before June 2015</b>	<b>Is an EA Req?</b>
	£ 160	£ 160			£ 160	N/A	No	no
FTE Reductions		3						
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
<p>Although the collection and processing of stray dogs is a statutory duty, it is not one which the council is required to deliver directly. Significant efficiencies would be generated by working with an external organisation such as a neighbouring borough or charity (e.g. Battersea Dogs Home) to provide the service. Several such organisations currently undertake other work in the borough or adjoining boroughs, and have the necessary equipment, vehicles, and access to a dog pound. As a result, the council would achieve major savings in premises, transport and staffing costs of providing a 24 hour facility. All services that we provide would be carried out by the partner organisation on a fee per collection basis.</p> <p>The council would therefore only focus on statutory duties such as enforcement activities for animal-related anti-social behaviour, dog fouling, etc.</p> <p>The gross savings would be £175K. Against this would be offset the cost of the service from the partner organisation, at an estimated £250 per animal collected. Based on 2014/5 volumes, this would cost approx. £15K pa, giving a net saving of £160K pa.</p> <p>Savings identified as part of this opportunity are indicative and a feasibility study would be required in order to develop this proposal alongside detailed negotiations with local organisations to identify a potential partner. However the council already has an SLA with Battersea Dogs Home, which could be used as a basis for developing this new model of service delivery.</p>								
<b>IMPLICATIONS TO CONSIDER</b>								
<b>including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT</b>								
<p><b>RISKS:</b> It is possible that response times may increase as a result of transferring delivery of the service to a partner, although the contract would include an SLA to limit or mitigate any such negative impact.</p> <p>The annual number of instances of stray dogs within the borough is variable. Current indications are that the number of strays is likely to increase in the future. If this were the case, the cost to the council would increase proportionately if the charging model is based on a fixed cost per collection.</p> <p>There would also be potential redundancy costs, or alternatively HR issues if the existing staff were to be transferred to the partner and TUPE considerations were to apply.</p>								
<b>EQUALITIES SCREENING</b>								
<b>TRIGGER QUESTIONS</b>	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
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	The service itself would not change significantly but would now be carried out by a partner such as a charity rather than the council.						
<b>CHANGES TO A SERVICE</b>								
Does the change alter who is eligible for the service?	No							
Does the change alter access to the service?	Yes	The service would be accessed directly via the partner organisation rather than through the council						
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	Yes, the service would now be provided by an outside organisation (to be determined)						
Does the Change involve Local Suppliers being affected?	No							
Does the change affect the Third Sector?	No							
Does the change affect Assets?	Yes	Possible premises impacts						
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?	Yes	Possible redundancy implications or TUPE considerations						
Does the change involve a redesign of the roles of staff?	Yes	<p style="text-align: center;"><b>Page 320</b></p> The feasibility study will identify if a redesign of roles is required.						

OPP TITLE:		Income Generation Opportunity from CCTV Network						
DIR:	CLC					REF: CLC006/16-17		
SERVICE:	Safer Communities					LEAD OFFICER: Andy Bamber		
TEAM:	Enforcement, Intervention & Markets					THEMES:	Income optimisation	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Net Savings 18/19 £000	Total Saving	Invest to Save 16/17	Start before June 2015	Is an EA Red?
	£ 516	£ 400	£ 100		£ 500	Yes	No	No
FTE Reductions	0							
DETAILS OF SAVINGS OPPORTUNITY								
<p>The council's CCTV network uses fibre-optic cable running around the borough through underground ducts; these ducts and fibres are owned by the council. During the installation of the fibres, the engineers allowed sufficient capacity to expand the system using existing fibres, and also ensured that there was sufficient capacity in the duct routes to put new cables through. This spare capacity allows for annual income to be generated in two ways: (1) Allowing third party Telco (Telecom Operators) providers the option to use our dark fibre to get signals from one place to another and (2) Allow third party Telco providers the option to run cables in our duct routes.</p> <p>(1) USE OF EXISTING FIBRE - The council's extensive fibre network runs across most of the borough. There is a high demand for this fibre and consequently there would be the opportunity to rent our fibre out to allow connectivity to these locations.</p> <p>(2) USE OF DUCT ROUTES - The majority of the council's fibre is carried in our own underground duct routes. Our extensive network serves parts of the borough where there are currently no existing Telco fibre services. Installing more fibre in these ducts would therefore allow Telco providers to get to locations which they currently cannot reach, making the council's network a valuable resource in reaching those hard-to-reach parts. This would also allow businesses in those areas to access much higher speed internet than they would otherwise be able to use, helping the local economy. The CCTV infrastructure lends itself to this type of operation as we can provide both the street furniture to mount the transmitters on and also the fibre network to support this. The annual income streams above are indicative, and depend on negotiations with suitable partners. The CCTV service has engaged with consultants who have started a feasibility study and price-testing exercise to firm-up these figures and are due to report back by the end of October. The current network has been implemented with a view to completing a loop covering the majority of the Borough. This loop is substantially complete but the network could be further enhanced by completing the last section of the loop. This may increase the income potential of this infrastructure. Officers are reviewing the possibility of bringing forward an invest to save business case and any contracted or partner option could include the completion of the loop as part of the arrangement accepting that this would impact on income generated. Maintenance of the current fibre opting network and installation of the last section of the loop is at the specification stage with a view to going out to procurement in December 2015. Given the timescales of the consultants' report, the procurement exercise and the option selected, it is anticipated that this income stream may be partially realised in 2016/7.</p>								
IMPLICATIONS TO CONSIDER								
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
Market based advice and potential market testing is required to better understand the business potential and any risks to the service.								
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?	Yes	Spare capacity allows for income to be generated in allowing third party Telecom Operators providers the option to use Council fibre to get signals from one place to another and allow providers the option to run cables in duct						
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	Potentially increases the council's assets via potential extension of the network.						

**CHANGES TO STAFFING**

Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

OPP TITLE:		Review of Enforcement Function- More Generic Working						
DIR:	CLC					REF: CLC007/16-17		
SERVICE:	Public Realm					LEAD OFFICER: Simon Baxter		
TEAM:	Clean, Green & Highways					THEMES:	Lean: Service Re-Design and Consolidation	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Net Savings 18/19 £000	Total Saving	Invest to Save 16/17	Start before June 2015	Is an EA Req?
FTE Reductions	£ 729	£ 451			£ 451	N/A	No	Yes
	17	10			10			
DETAILS OF SAVINGS OPPORTUNITY								
<p>CLC currently has two teams of THEO's, with 58 staff in total, that are managed in two separate divisions within CLC. One set are managed and tasked by Safer Communities and the second team are managed by Public Realm. This proposal will save £451k by deleting 10 Commercial Waste Tower Hamlets Enforcement Officers (THEO's) who currently support and enhance the Commercial Waste portfolio in Public Realm and focus on the following:</p> <ul style="list-style-type: none"> <li>Commercial waste over production</li> <li>Non-compliance of environmental protection act</li> <li>Issuing statutory notices</li> <li>Fly tipping</li> <li>Littering</li> </ul> <p>The 41 THEO's within Safer Communities are comprised of 26 accredited THEO's and 14 non-accredited who operate primarily in the Markets and deal with;</p> <ul style="list-style-type: none"> <li>Noise nuisance calls</li> <li>Anti-social behaviour</li> <li>Street drinking</li> <li>Joint police tasking &amp; patrols</li> <li>Patrols on Estates (funded for through an SLA with Tower Hamlets Homes and other RSL's)</li> <li>Dog fouling</li> <li>Market regulation</li> <li>Illegal street trading</li> <li>Footway licensing enforcement</li> <li>Busking and begging</li> </ul> <p>The current inflexible arrangements limit the amount of officers engaged in, or available to engage in environmental enforcement, monitoring and management to 17. The proposal will effectively extend environmental enforcement from a limited group of 17 enforcement officers engaged primarily on commercial waste issues to all 48 THEO's that will remain under the new working arrangements. There will be a net positive impact on environmental enforcement resource across the Council of 31 enforcement officers via the introduction of generic working. Having such a significant increase in operational capacity to spot environmental problems and target removal will increase the efficiency of reactive work whilst increasing the resource available to engage with investigation and follow up work. This will help to further improve the cleanliness of the streets and reducing fear of crime whilst increasing the chances of identifying perpetrators of environmental crime. It also builds in resilience to this function by increasing the number of officers available to engage in environmental enforcement.</p>								
IMPLICATIONS TO CONSIDER								
<p><b>including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT</b></p> <p>A learning review will need to be undertaken based on impact monitoring to ensure that the changes operate as efficiently as envisaged. Trade Union implications of redundancies and generic working. Concerns that this might lead to less efficient commercial waste enforcement and increase fly tipping leading to a negative impact on perception. A review will need to be undertaken to the impact this proposal has in these areas. The terms and conditions of the current accreditation of the THEO's may need to be revised.</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	More generic 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	
<b>CHANGES TO STAFFING</b>		
Does the change involve a reduction in staff?	Yes	Staffing reorganisation will be undertaken in accordance with the Handling Organisational Change policy and will include a full impact assessment to ensure that equalities groups are not disproportionately affected
Does the change involve a redesign of the roles of staff?	Yes	More generic working within the THEO function



OPP TITLE:		School Crossing Patrols to be delivered by Schools						
DIR:	CLC	REF: CLC008/16-17					LEAD OFFICER: Simon Baxter	
SERVICE:	Public Realm							
TEAM:	Parking, Mobility & Transport Services					THEMES:	Lean: Service Re-Design and Consolidation	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Net Savings 18/19 £000	Total Saving	Invest to Save 16/17	Start before June 2015	Is an EA Req?
FTE Reductions	£ 137	£ 89			£ 89	N/A	No	Yes
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
<p>This savings opportunity proposes to transfer responsibility for funding for school crossing patrols from the council's General Fund to the Dedicated Schools Grant (DSG).</p> <p>A number of schools in the borough already directly fund school crossing patrols and this arrangement is in place in other boroughs. A number of schools also operate the Junior Road Safety Officer scheme to champion road safety among their peers and ensure the safe crossing of roads in the vicinity of the school entrance and this arrangement would ensure that the school community is in direct control of the school road safety agenda.</p> <p>Full consultation with the schools will be required before this saving could be implemented. This is not a statutory service. There are currently 21 school crossing patrols the responsibility for which would transfer to schools. Patrol staff are located at the following sites;</p> <ul style="list-style-type: none"> <li>• Ben Johnson</li> <li>• Bigland Green</li> <li>• Bluegate Fields</li> <li>• Cayley</li> <li>• Cubitt Town</li> <li>• Cyril Jackson</li> <li>• Cyril Jackson2</li> <li>• Harbinger</li> <li>• Hermitage</li> <li>• John Scurr</li> <li>• Malmesbury</li> <li>• Marner</li> <li>• Mayflower Grundy</li> <li>• Old Palace</li> <li>• Redlands</li> <li>• Sir William Burrough</li> <li>• Smithy</li> <li>• St. Luke's</li> <li>• St. Peter's</li> <li>• St. Edmunds</li> <li>• Bow School</li> </ul> <p>Risk reviews would need to be undertaken by the schools under these arrangements.</p>								
<b>IMPLICATIONS TO CONSIDER</b> including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
<p>This opportunity would have a financial implication for schools DSG. In order for the cost to be met from the DSG and be de-delegated, a report must be taken to through the School Forum who have the final decision on whether the de-delegation is approved.</p> <p>Road Safety around schools will continue to be monitored by the Council and if necessary road safety measures that address any problems introduced.</p> <p>A school by school risk assessment will need to be carried out. As the proposal provides the schools with the discretion to continue with the service or not this is best undertaken by schools.</p>								
<b>EQUALITIES SCREENING</b>								
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?	Yes	schools will provide the service
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	provide it directly themselves. The proposal is likely to reduce the number of staff directly employed by the Council. Any reorganisation will be undertaken in accordance with the Handling Organisational Change policy and will include a full impact assessment to ensure that equalities groups are not
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**

School crossing patrols to be delivered by schools

**1b) Service area**

Parking, Public Realm

**1c) Service manager**

Simon Baxter

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

Mirsad Bakalovic, Head of Parking, Mobility and Transport

## Section 2: Information about changes to services

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

This savings opportunity proposes to transfer responsibility for funding for school crossing patrols from the council's General Fund to the Dedicated Schools Grant (DSG). A number of schools in the Borough already directly fund school crossing patrols and this arrangement is in place in other boroughs. A number of schools also operate the Junior Road Safety Officer scheme to champion road safety among their peers and ensure the safe crossing of roads in the vicinity of the school entrance and this arrangement would ensure that the school community is in direct control of the school road safety agenda. Full consultation with the schools will be required before this saving could be implemented. This is not a statutory service. There are currently 21 school crossing patrols the responsibility for which would transfer to schools. Patrol staff are located at the following sites;

- Ben Johnson
- Bigland Green
- Bluegate Fields
- Cayley
- Cubitt Town
- Cyril Jackson
- Cyril Jackson2
- Harbinger
- Hermitage
- John Scurr
- Malmesbury
- Marner
- Mayflower Grundy
- Old Palace
- Redlands
- Sir William Burrough
- Smithy

- St. Luke's
- St. Peter's
- St. Edmunds
- Bow School

Risk reviews would need to be undertaken by the schools under these arrangements.

Saving £89,000

## **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 proposal is to transfer responsibility for funding for school crossing patrols at the 21 schools from the council's General Fund to the Dedicated Schools Grant (DSG). If the schools agree to fund this service using DSG, the service users will continue to have this service provided by each school. However, if some schools do not agree to fund this service, service users may be impacted.

### Data: pupils of the 21 schools

9,352 pupils have enrolled on the schools for this academic year. The table below shows equalities data and some support required for the pupils of the 21 schools. To note,

- Among the 21 schools, only Bow school is a secondary school (Year 7-12). The rest are for up to Year 6.
- If their household income is below a threshold, a pupil is eligible for Free School Meals (FSM).
- The second table shows the ratio of pupils who are eligible for FSM and have received special needs. Support provided for pupils under 'Statement' and 'Education, Care and Health plan' require higher level of support than the one under 'School action', 'School action plus and 'SEN support'. Such educational support is provided for pupils who have learning difficulties, physical and behavioural issues or disabilities. To note, those who receive educational support are not necessarily disabled.

### Gender and ethnicity of the pupils

	Total	Gender		Ethnicity				
		Female	Male	White/White British Total	Asian/ Asian British Total	Black/Black British	Mixed/Multiple Ethnic Group	Any Other Ethnic Group
Ben Jonson	596	53%	47%	3.4%	82.7%	8.8%	1.7%	3.4%
Bigland Green	478	53%	47%	1.0%	88.5%	4.6%	1.9%	4.0%
Blue Gate Fields Infants'	364	50%	50%	0.3%	89.0%	5.8%	1.9%	3.0%
Blue Gate Fields Junior	355	48%	52%	0.3%	90.4%	4.8%	2.5%	2.0%
Bow	594	6%	94%	13.5%	73.0%	5.7%	5.9%	1.9%
Cayley	549	51%	49%	4.5%	84.1%	4.5%	4.3%	2.6%
Cubitt Town Infants	346	55%	45%	19.8%	54.2%	6.7%	12.2%	7.0%
Cubitt Town Junior	374	50%	50%	21.4%	52.8%	11.1%	9.2%	5.4%
Cyril Jackson	475	42%	58%	9.7%	74.5%	7.6%	3.4%	4.8%
Harbinger	340	51%	49%	22.1%	57.4%	4.4%	8.5%	7.6%
Hermitage	331	47%	53%	11.2%	71.7%	4.6%	8.5%	4.0%
John Scurr	476	49%	51%	4.0%	88.0%	3.2%	1.9%	2.9%
Malmesbury	585	54%	46%	15.2%	64.8%	11.2%	4.3%	4.5%
Marner	633	48%	52%	2.9%	83.3%	7.1%	4.1%	2.5%
Mayflower	354	44%	56%	1.4%	91.0%	5.9%	0.6%	1.1%
Old Palace	416	51%	49%	3.4%	79.3%	12.0%	3.6%	1.7%
Redlands	468	49%	51%	1.1%	90.6%	4.3%	1.7%	2.4%
Sir William Burrough Primary School	370	52%	48%	13.5%	71.6%	4.9%	6.2%	3.8%
Smithy Street	443	45%	55%	3.4%	84.7%	6.1%	2.3%	3.6%
St Edmunds	221	53%	47%	52.8%	10.2%	11.1%	16.7%	9.3%

St Luke's	351	48%	52%	37.7%	33.4%	11.1%	10.3%	7.4%
St Peter's London Docks	233	44%	56%	33.0%	34.4%	5.7%	22.5%	4.4%
<b>Total</b>	<b>9,352</b>	<b>47%</b>	<b>53%</b>	<b>10.4%</b>	<b>73.7%</b>	<b>6.9%</b>	<b>5.2%</b>	<b>3.8%</b>

### Support for pupil

	FSM - Eligible (%)	'Statement' or 'Education, Care and Health plan'	'School action', 'School action plus' or and 'SEN support'	No special needs
Ben Jonson	31%	3.2%	11.2%	85.6%
Bigland Green	21%	3.1%	8.2%	88.7%
Blue Gate Fields Infants'	33%	3.0%	15.1%	81.9%
Blue Gate Fields Junior	48%	3.1%	19.4%	77.5%
Bow	44%	1.7%	12.6%	85.7%
Cayley	31%	2.0%	15.3%	82.7%
Cubitt Town Infants	33%	0.9%	15.3%	83.8%
Cubitt Town Junior	51%	2.1%	17.6%	80.2%
Cyril Jackson	31%	8.0%	17.1%	74.9%
Harbinger	35%	2.9%	18.5%	78.5%
Hermitage	32%	2.4%	11.8%	85.8%
John Scurr	32%	3.4%	16.2%	80.5%
Malmesbury	30%	1.4%	14.7%	83.9%
Marner	32%	2.2%	29.7%	68.1%
Mayflower	36%	2.5%	11.0%	86.4%
Old Palace	39%	4.6%	5.8%	89.7%
Redlands	36%	3.2%	6.2%	90.6%
Sir William Burrough Primary School	34%	0.8%	7.6%	91.6%

Smithy Street	26%	3.6%	11.7%	84.7%
St Edmunds	15%	2.3%	15.8%	81.9%
St Luke's	36%	2.3%	8.0%	89.7%
St Peter's London Docks	33%	3.9%	25.3%	70.8%
<b>Total</b>	<b>34%</b>	<b>2.8%</b>	<b>14.3%</b>	<b>82.9%</b>

Should some schools decide not to provide this service, the impact on the service users remains unclear, since it depends on the specific circumstances of the schools and service users, including traffic and crossing points around the schools, pupils' travel modes (e.g. some parents give their children a ride) and needs of particular pupils (e.g. physical disabilities).

### **Feedback from consultation**

Members of the public and the Council staff were consulted on this proposal from 19 October 2015 till 9 November 2015. Below is a summary of the outcome:

#### Members of the public

20 respondents:

- 45% (9) of the respondents thought the proposal would have an impact on people using the service, including:
  - Children (6 responses; 2 of which stated fewer resources would be made available for learning); parents/carers, employees and schools (1 each).
- 68% (13) thought there were positive outcomes from the proposal, including:
  - Savings (7 responses); parents' involvement (2); increase schools' control/responsibility (2).
- 40% (8) thought the proposal would have negative impacts, including:
  - Safety of the pupils (5 responses); schools will be blamed if an accident occurs (1); increased financial burden on schools (1); employees (1).



Other comments included:

- Increased risk of accidents
- This is a good opportunity to train volunteers
- Why are some schools already responsible for this service, but others not?
- May result in more students driven to school.

#### The Council staff

4 respondents

- No respondents thought the proposal would have an impact on people using the service.
- Three respondents thought there were positive outcomes from the proposal, including:
  - This will reduce crossing patrols.
- Three respondents thought the proposal will have negative impacts, including:
  - The staff who deliver the service

#### The schools

The views of management were sought after and as such head teachers of all 21 schools were directly consulted. Seven Head teachers responded. Below are the results:

- 33% (7) of the affected schools responded.

Comments provided included:

- Fewer crossing patrols in place will make an impact on the **road safety** of children and young people, which may affect

school applications as parents may perceive that traveling to that school is not safe.

- The **safety** of our children is paramount. Cutting the school crossing patrol service at the time of major building works on Aston Street is ludicrous.
- **School budget has already been tight.** If a school decides that they will fund the crossing patrol, something else within their budget will have to give way.
- This proposal may increase **parents' driving children to schools**, by which dropping off areas will be congested and students' safety in the areas may be jeopardised.
- This proposal will contribute towards **the Council's savings** to be made.
- It seems inequitable that some schools will need to find the money simply because of their location within the borough and the need for many young people to cross busy roads in order to get to school. School budgets should be focussed on providing top quality teaching and learning experiences rather than safety in the local area – **is this not a council responsibility?**
- I appreciate that this is not a statutory requirement, but if anything was to happen to a child, **the Council would definitely have some questions to answer.**
- No costings for schools to see how much this will cost them is not included in the proposal.
- I do hope that the outcome of this consultation is that the funding is continued by local government.

### 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.

<b>Target Groups</b> What impact will the proposal have on specific groups of service users and staff?	<b>Impact – Positive or Adverse</b>	<b>Reason(s)</b> <ul style="list-style-type: none"> <li>• Please add a narrative to justify your claims around impacts and,</li> <li>• Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making</li> </ul>
Race	Ranges from no impact to an adverse impact, depending on the circumstances of each student (see Reasons, right)	If a school does not provide this service using DSG (Dedicated Schools Grant), the pupils will be affected by this proposal regardless of their race.  It is difficult to identify exactly which pupils will be affected at this stage, since that depends on a number of factors (e.g. whether a school will provide this service, pupils' travel modes, routes, the existence of any alternative support etc).
Disability	Ranges from no impact to an adverse impact, depending on	If a school does not provide this service using DSG, the pupils will be affected by this proposal regardless of their disability.  It is difficult to identify exactly which pupils will be affected at this stage; since that will depends on a number of factors (e.g. whether a school will provide this service, pupils' travel modes, route etc).

	the circumstances of each student (see Reasons, right)	More severely disabled children are supported by the Council's school transport service.
Gender	Ranges from no impact to an adverse impact, depending on the circumstances of each student (see Reasons, right)	<p>If a school does not provide this service using DSG, the pupils will be affected by this proposal regardless of their gender.</p> <p>It is difficult to identify exactly which pupils will be affected at this stage, since that depends on a number of factors (e.g. whether a school will provide this service, pupils' travel modes, routes, the existence of any alternative support etc).</p>
Gender Reassignment	Ranges from no impact to an adverse impact, depending on the circumstances of each student (see Reasons, right)	<p>If a school does not provide this service using DSG, the pupils will be affected by this proposal regardless of their gender reassignment.</p> <p>It is difficult to identify exactly which pupils will be affected at this stage, since that depends on a number of factors (e.g. whether a school will provide this service, pupils' travel modes, routes, the existence of any alternative support etc).</p>

Sexual Orientation	Ranges from no impact to an adverse impact, depending on the circumstances of each student (see Reasons, right)	<p>If a school does not provide this service using DSG, the pupils will be affected by this proposal regardless of their sexual orientation.</p> <p>It is difficult to identify exactly which pupils will be affected at this stage, since that depends on a number of factors (e.g. whether a school will provide this service, pupils' travel modes, routes, the existence of any alternative support etc).</p>
Religion or Belief	Ranges from no impact to an adverse impact, depending on the circumstances of each student (see Reasons, right)	<p>If a school does not provide this service using DSG, the pupils will be affected by this proposal regardless of their religion or belief.</p> <p>It is difficult to identify exactly which pupils will be affected at this stage, since that depends on a number of factors (e.g. whether a school will provide this service, pupils' travel modes, routes, the existence of any alternative support etc).</p>
Age	Ranges from no impact to an adverse impact, depending on the circumstances	<p>If a school does not provide this service using DSG, primarily, the pupils will be affected by this proposal. The 21 schools are all primary schools, except one secondary school.</p>

	of each student (see Reasons, right)	
Socio-economic	Ranges from no impact to an adverse impact, depending on the circumstances of each student (see Reasons, right)	<p>If a school does not provide this service using DSG, the pupils will be affected by this proposal regardless of their socio economic status. However, there is a possibility that pupils from more privileged families are driven to schools, but those from less privileged families continue walking to schools.</p> <p>It is difficult to identify exactly which pupils will be affected at this stage, since that depends on a number of factors (e.g. whether a school will provide this service, pupils' travel modes, routes, the existence of any alternative support etc).</p>
Marriage and Civil Partnerships.	n/a	
Pregnancy and Maternity	Ranges from no impact to an adverse impact, depending on the circumstances of each student (see Reasons,	If a school does not provide this service using DSG, the pupils will be affected by this proposal regardless of their pregnancy and maternity status.

	right)	
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.

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Adverse impact	Please describe the actions that will be taken to mitigate this impact
The service will be discontinued due to the lack of school budget	The service organises parental road safety support when asked to do so by schools. The Parking Service will provide additional road safety training to schools which request it

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.

n/a

<b>OPP TITLE:</b>		<b>Alternative funding arrangement for Toilets</b>						
<b>DIR:</b>	CLC					REF: CLC010/16-17		
<b>SERVICE:</b>	Public Realm					LEAD OFFICER: Simon Baxter		
<b>TEAM:</b>	Clean, Green & Highways					<b>THEMES:</b>	Lean: Service Re-Design and Consolidation	
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 16/17</b>	<b>Start before June 2015</b>	<b>Is an EA Req?</b>
	£ 130	£ 100			£ 100	N/A	No	No
FTE Reductions								
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
<p>Temporary mobile toilets are provided in Brick Lane, Galston Street, Columbia Flower Market, and funded from the General Fund. This proposal intends to transfer funding of these temporary mobile toilets from the General Fund to the Street Trading Account as the markets are the primary reason these toilets are required in these locations.</p> <p>The Street Trading account has returned to surplus over the past 3 years and would be able to fund this cost for the toilet provision. It should be noted that section 106 money has been allocated to building a new public toilet facility in Brick Lane.</p>								
<b>IMPLICATIONS TO CONSIDER</b> including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
No Further implications to consider.								
<b>EQUALITIES SCREENING</b>								
<b>TRIGGER QUESTIONS</b>	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
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							
<b>CHANGES TO A SERVICE</b>								
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							
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?	No							
Does the change involve a redesign of the roles of staff?	No							



OPP TITLE:		Reduce Funding to Local Police Budgets						
DIR:	CLC					REF: CLC011/16-17		
SERVICE:	Safer Communities					LEAD OFFICER: Andy Bamber		
TEAM:	Community Safety Partnership, DV&HC					THEMES:	Lean: Service Re-Design and Consolidation	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Net Savings 18/19 £000	Total Saving	Invest to Save 16/17	Start before June 2015	Is an EA Req?
FTE Reductions	£ 729	£ 270			£ 270	N/A	No	Yes
DETAILS OF SAVINGS OPPORTUNITY								
<p>The Council had earmarked funds to pay for an additional 20 Police Officers from December 2015. In recognition that it is not the function of the Council to fund the Police Service but that of regional and national government to do so and in view of the continuation of public sector austerity it is now being proposed that this funding is reduced. The Council will still pay for additional police officers and the revised initiative will still deliver a police task force consisting of:</p> <p>1 x Police Sergeant  5 x Police Constables  1 x Business Support</p> <p>The cost of delivering this new provision is estimated at £250k.</p>								
IMPLICATIONS TO CONSIDER								
<p><b>including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT</b></p> <p>The actual cost will be subject to clarification and agreement with MOPAC. Police Performance and the quality of the service that they provide to residents will continue to be monitored by the Council.</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?	Yes	Police have a role in protecting the vulnerable. However the resource reduction was made by the Police authorities when they decided to cut their budget for local police provision.						
Does the change involve direct Impact on front line services?	Yes	The work of Tower Hamlets Civil Enforcement Officers may increase on matters specific to anti social behaviour.						
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**

Reduce the amount of council funding diverted from local services to compensate for government reductions to local Police budgets

**1b) Service area**

Safer Communities, CLC

**1c) Service manager**

Andy Bamber, Service Head, Safer Communities

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

Shazia Ghani, Head of Community Safety

## Section 2: Information about changes to services

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

The Council had earmarked funds to pay for an additional 20 Police Officers from December 2015. In recognition that it is not the function of the Council to fund the Police Service but that of regional and national government to do so and in view of the continuation of public sector austerity it is now being proposed that this funding is reduced. The Council will still pay for additional police officers and the revised initiative will still deliver a police task force consisting of:

- 1 x Police Sergeant
- 5 x Police Constables
- 1 x Business Support

The cost of delivering this new provision is estimated at £250k.

The actual cost will be subject to clarification and agreement with MOPAC. Police Performance and the quality of the service that they provide to residents will continue to be monitored by the Council.

### 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).

Currently, the Council fund for nine police officers and receive nine officers funded by the police match funding. We propose reducing the Council funded police officers from nine to three and receive three additional officers funded by the police match funding, making a team of six. In relation to the test of relevance questions, we know that this will:

- Reduce the level of resources available to address inequality.

The current service users who will be affected include:

- People who live, work and study in the Borough.

### **Partnership Task Force (PTF)**

In pursuant to Section 92 Police Act 1996, in 2012, Tower Hamlet Police and the Council agreed that both contribute to the Partnership funding to achieve the following strategic objectives in pursuance of Mayoral Objectives:

1. To tackle/reduce drug offences
2. Tackling/Reduction of Anti-Social Behaviour (ASB).
3. Tackling/Reduction of vice activities within the borough.
4. Tackling/Reduction of gangs and gang related offences within the borough.

The Partnership Task Force (PTF) is made up of 18 officers, who are funded by the Council funding and the match funding by the police<sup>1</sup>. They are:

- 1 Sergeant
- 8 Police Constables
- To be enhanced by an additional 9 officers provided under Match Funding rules.

The officers comprise the following units:

- Vice Team
- Gangs and Drugs Unit
- Uniform patrols.

PTF are tasked to specific locations within the borough during a fortnightly meeting between Police and LBTH. Tasks are generated from residents' complaints, members' enquiries and hot spot data.

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<sup>1</sup> 'Partnership Task Force – 3 month report for Q1 (April 2015 – June 2015) 2015'

## Performance data

Data below shows the number of calls to the Police for ASB<sup>2</sup> of LBTH from April 2011 to March 2015

Financial Year (FY)	2011/2012	2012/2013	2013/2014	2014/2015
<b>LBTH Rank</b>	31/32	31/32	31/32	31/32
<b>LBTH ASB Count</b>	18933	16882	17241	15485
<b>Data source</b>	Data.police.uk	Data.Police.uk	Met Police	Met Police

Tower Hamlets has been ranked 2<sup>nd</sup> highest in ASB in London over the last 4 FY years. However, the number ASB reports recorded over this period has significantly reduced:

- There has been a reduction of 10.2% in ASB for the period 2014/15 FY compared to previous FY 2013/14
- There has been a reduction of 18.2% in ASB for the period 2014/15 FY compared to FY 2011/12.

It is difficult to identify the impact that only PTF has made on the decrease of ASB, since many other partners, including Tower Hamlets Enforcement Officers (THEOs), work on this issue. However, it is reasonable to assume that PTF has contributed to the reduction of ASB reporting.

Equalities data showing who is affected by ASB is not available as calls are logged on the Police Computer Aided Dispatch system. When calls are received this type of data is not logged as only the callers telephone number/name/incident location and incident details are recorded.<sup>3</sup>

## Possible impact of the proposal

<sup>2</sup> Anti-Social Behaviour (ASB) Computer Aided Despatch (CAD) calls recorded within Tower Hamlets

<sup>3</sup> *The Tower Hamlets Community Safety Partnership Strategic Assessment 2014*

If the funding is reduced, fewer resources will be provided for the three units funded by the PTF funding and match funding (i.e. the Vice Team, Gangs and Drugs Unit and the Uniform patrols). The Police will have to use their current resources and continue with their statutory responsibility of tackling low level drugs, gangs and vice problems in the borough. The PTF3 team will continue to be tasked on these areas as it still falls under ASB and will be directed by the ASB Operational Group. The presence of police officers in the Borough may become less visible.

### **Feedback from consultation**

Members of the public and the Council staff were consulted on this proposal from 19 October 2015 till 9 November 2015. Below is a summary of the outcome:

#### Members of the public

- 24 respondents
- 75% (18) of the respondents thought the proposal would have an impact on people using the service, including:
  - The public, including residents and businesses (7 responses); the police (2).
- 38% (9) thought there were positive outcomes from the proposal, including:
  - Savings (5 responses)
  - Not happy with the current police performance/effectiveness
  - Reducing over-policing regarding young people
  - Encourage the central government to fund the local police properly.
- 77% (17) thought the proposal would have negative impacts, including:
  - More crime or fear of crime and ASB (11).

Other comments included:

- Do not agree with the proposal/ more police needed wider in the Borough (7)
- Community should take some ownership.

- Get social landlords and local businesses (e.g. pubs) to contribute
- Need info on what these police force have done
- Cutting the police resources could make an impact on the community relations in the diverse Borough.

#### The Council staff

- 8 respondents
- Seven respondents thought the proposal would have an impact on people using the service, including:
  - Residents, the community and local businesses (4 responses); the police (1).
- Three respondents thought there were positive outcomes from the proposal, including:
  - Savings as the police should be funded by the central and regional governments (3).
- Five respondents thought the proposal will have negative impacts, including:
  - Increase in crime, make people feel less safe (3)
  - Diminished police support to the Council officers to tackle problem on streets (1)
  - The police will become less responsive, which may allow people to lose respect for the police (1).

### **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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<b>Target Groups</b> What impact will the proposal have on specific groups of service users and staff?	<b>Impact – Positive or Adverse</b>	<b>Reason(s)</b> <ul style="list-style-type: none"> <li>• Please add a narrative to justify your claims around impacts and,</li> <li>• Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making</li> </ul>
Race	Unknown	<p>The proposed reduction of the amount of council funding to local Police budgets will reduce the police budget, which may result in less police work in the areas that the current Partnership Task Force (PTF) focuses on (i.e. vice, gangs, drugs and ASB) and the increase of ASB in the Borough.</p> <p>The safety issues and ASB affect the neighbourhood and people living, working and studying in the Borough regardless of their race. There is no evidence that this group has been disproportionately affected by ASB.</p>
Disability	Unknown	<p>The proposed reduction of the amount of council funding to local Police budgets will reduce the police budget, which may result in less police work in the areas that the current Partnership Task Force (PTF) focuses on (i.e. vice, gangs, drugs and ASB) and the increase of ASB in the Borough.</p> <p>The safety issues and ASB affect the neighbourhood and people living, working and studying in the Borough regardless of their disability. There is no evidence that this group has been disproportionately affected by ASB.</p>
Gender	Unknown	<p>The proposed reduction of the amount of council funding to local Police budgets will reduce the police budget, which may result in less police work in the areas that the current Partnership Task Force (PTF)</p>



		<p>focuses on (i.e. vice, gangs, drugs and ASB) and the increase of ASB in the Borough.</p> <p>The safety issues and ASB affect the neighbourhood and people living, working and studying in the Borough regardless of their gender. There is no evidence that this group has been disproportionately affected by ASB.</p>
Gender Reassignment	Unknown	<p>The proposed reduction of the amount of council funding to local Police budgets will reduce the police budget, which may result in less police work in the areas that the current Partnership Task Force (PTF) focuses on (i.e. vice, gangs, drugs and ASB) and the increase of ASB in the Borough.</p> <p>The safety issues and ASB affect the neighbourhood and people living, working and studying in the Borough regardless of their gender reassignment. There is no evidence that this group has been disproportionately affected by ASB.</p>
Sexual Orientation	Unknown	<p>The proposed reduction of the amount of council funding to local Police budgets will reduce the police budget, which may result in less police work in the areas that the current Partnership Task Force (PTF) focuses on (i.e. vice, gangs, drugs and ASB) and the increase of ASB in the Borough.</p> <p>The safety issues and ASB affect the neighbourhood and people living, working and studying in the Borough regardless of their sexual orientation. There is no evidence that this group has been disproportionately affected by ASB.</p>
Religion or Belief	Unknown	<p>The proposed reduction of the amount of council funding to local Police budgets will reduce the police budget, which may result in less police work in the areas that the current Partnership Task Force (PTF) focuses on (i.e. vice, gangs, drugs and ASB) and the increase of ASB in the Borough.</p> <p>The safety issues and ASB affect the neighbourhood and people living, working and studying in the Borough regardless of their religion or belief. There is no evidence that this group has been disproportionately affected by ASB.</p>
Age	Unknown	<p>The proposed reduction of the amount of council funding to local Police budgets will reduce the police budget, which may result in less police work in the areas that the current Partnership Task Force (PTF) focuses on (i.e. vice, gangs, drugs and ASB) and the increase of ASB in the Borough.</p>

		<p>The safety issues and ASB affect the neighbourhood and people living, working and studying in the Borough regardless of their age. There is no evidence that this group has been disproportionately affected by ASB.</p>
Socio-economic	Unknown	<p>The proposed reduction of the amount of council funding to local Police budgets will reduce the police budget, which may result in less police work in the areas that the current Partnership Task Force (PTF) focuses on (i.e. vice, gangs, drugs and ASB) and the increase of ASB in the Borough.</p> <p>The safety issues and ASB affect the neighbourhood and people living, working and studying in the Borough regardless of their socio economic status. There is no evidence that this group has been disproportionately affected by ASB.</p>
Marriage and Civil Partnerships.	Unknown	<p>The proposed reduction of the amount of council funding to local Police budgets will reduce the police budget, which may result in less police work in the areas that the current Partnership Task Force (PTF) focuses on (i.e. vice, gangs, drugs and ASB) and the increase of ASB in the Borough.</p> <p>The safety issues and ASB affect the neighbourhood and people living, working and studying in the Borough regardless of their marriage and civil partnership status. There is no evidence that this group has been disproportionately affected by ASB.</p>
Pregnancy and Maternity	Unknown	<p>The proposed reduction of the amount of council funding to local Police budgets will reduce the police budget, which may result in less police work in the areas that the current Partnership Task Force (PTF) focuses on (i.e. vice, gangs, drugs and ASB) and the increase of ASB in the Borough.</p> <p>The safety issues and ASB affect the neighbourhood and people living, working and studying in the Borough regardless of their pregnancy and maternity. There is no evidence that this group has been disproportionately affected by ASB.</p>
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
<b>Possible increase of low level crimes in the borough due to fewer resources for tackling ASB.</b>	The resources made available by the new PTF (six police officers; three funded by the Council and three funded by the match funding) will work on tackling prioritised issues.  The priorities that the PTF team will work on will be discussed and agreed by the Council and the Police as part of the service specification for the scheme. However, the Councils Enforcement Officers (THEOS) will continue to respond to ASB calls.

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 police performance will continue to be monitored.

The performance of the PTF will continue to be monitored by fortnightly through the ASB operational group. Tasking reports and updates are reported to this group each fortnight. There is also a quarterly report in regards to the PTF contract and overall performance at the each of each quarter. Up to twice yearly the Borough Commander will also report to Overview and Scrutiny in regards to Police Performance and MOPAC7 but also the PTF team and any issues, challenges and also how the team has led on ASB issues in partnership with Council enforcement teams. At the end of each year the PTF3 contract is reviewed both as a desktop exercise looking through performance reports and through a discussion with leads to ensure all priorities are aligned for the oncoming year.

OPP TITLE:		Review of Streetcare and Streetworks Team						
DIR:	CLC					REF: CLC012/16-17		
SERVICE:	Public Realm					LEAD OFFICER: Simon Baxter		
TEAM:	Clean, Green & Highways					THEMES:	Lean: Service Re-Design and Consolidation	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Net Savings 18/19 £000	Total Saving	Invest to Save 16/17	Start before June 2015	Is an EA Req?
	£ 916	£ 90			£ 90			
FTE Reductions		2			2	N/A	No	Yes
DETAILS OF SAVINGS OPPORTUNITY								
<p>The Streetworks Team is made up of 11 Officers (1 manager and 10 officers) and is responsible for co-ordinating and monitoring street work activities and policies, to regulate the activities of public utility companies operating on the public highway so as to fulfil the requirements of the New Roads and Street Works Act and Traffic Management Act. This includes supporting proactive and reactive inspection and enforcement of their activities.</p> <p>The Streetcare Team is made up of 10 Officers (1 manager and 9 officers) and provides management of street related services, including monitoring the refuse collection, street cleansing, recycling, parks and open spaces. The team also works closely with the Refuse and Recycling Service to develop, implement and maintain effective contract monitoring procedures, provide visual inspections of the public highway and arranging for remedial works to provide a safe highway for public use. Enforcement activity is also undertaken by this team, to ensure that all public realm problems, including fly posting, littering, graffiti, and highway obstruction are dealt with in a manner that reduces the long term financial impact on the Council and its partners.</p> <p>Since both teams provide an inspection and enforcement function within the Clean, Green &amp; highways service portfolio there is an opportunity to become more efficient by amalgamating the two teams and adopting a more generic working model.</p> <p>Savings of £90k can be potentially achieved from a reduction in two vacant posts . A full service review will need to be undertaken to confirm the actual savings attainable and to determine how the future consolidated service will function.</p>								
IMPLICATIONS TO CONSIDER								
<p><b>including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT</b></p> <p>Potential but limited risk of redundancies. Generic working needs effective IT support to achieve the best levels of efficiency.</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	More generic 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?	Yes	Staffing reorganisation will be undertaken in accordance with the Handling Organisational Change policy and will include a full impact assessment to ensure that equalities groups are not disproportionately affected						
Does the change involve a redesign of the roles of staff?	Yes	Greater levels of generic working. Leaner management model.						

<b>OPP TITLE:</b>	<b>Make more parking services available online and by phone</b>							
<b>DIR:</b>	CLC				REF: CLC013/16-17			
<b>SERVICE:</b>	PUBLIC REALM				LEAD OFFICER: Simon Baxter			
<b>TEAM:</b>	Parking, Mobility & Transport Services				<b>THEMES:</b>	Delivering Differently		
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 16/17</b>	<b>Start before June 2015</b>	<b>Is an EA Req?</b>
	£ 4,200	£ 500			£ 500	N/A	No	Yes
FTE Reductions								
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
Channel shift								
<p>This proposal recognises the savings already gained from the shift to online for new parking applications which went live on 1st April 2015. Based on current online applications, the expectation is to achieve a further 30 per cent for all new applications online. The proposal does not seek to alter how the service is currently provided, but accounts for the number of users continuing to switch to online.</p> <p>It is expected that the number of calls received by the customer contact centre (CCC), as well as face to face contact at the one stop shop will reduce as transactions are completed online. The total savings achievable will be determined by the total reduction in calls received by the CCC and interaction at the one stop shops and subsequent downsizing of the call centre.</p>								
Casual parking								
<p>As a result of the increase in the number of cashless parking bays and ease of access to pay electronically for casual parking and a reduction in pay and display machines, there has been an increase in non-cash payments and reduction in cash collection costs due to fewer machines to collect from.</p>								
<b>IMPLICATIONS TO CONSIDER</b>								
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
For future years, the Customer Contact Centre will need to secure the efficiencies gained by responding to the changes in the way customers interact with our Council services.								
<b>EQUALITIES SCREENING</b>								
<b>TRIGGER QUESTIONS</b>	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
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							
<b>CHANGES TO A SERVICE</b>								
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							
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							
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?	Yes	FTE Impacts of a move to online transactions will need to be reviewed and determined with Resources Directorate as there will be impacts to the Customer Contact Centre.						
Does the change involve a redesign of the roles of staff?	No	<b>Page 354</b>						

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

**Section 1: General Information**

**1a) Name of the savings proposal**  
Make more parking services available on line and by phone

**1b) Service area**  
Public Realm, CLC

**1c) Service manager**  
Simon Baxter, Interim Service Head, Public Realm

**1d) Name and role of the officer/s completing the analysis**  
Mirsad Bakalovic, Head of Parking, Mobility and Transport

## Section 2: Information about changes to services

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

#### Channel Shift

This proposal recognises the savings already gained from the channel shift to online for new parking applications which went live on 1st April 2015. Based on current online applications, the expectation is to achieve a further 30% for all new applications online. The proposal does not seek to alter how the service is currently provided, but recognises the change in behaviour of how the services will be accessed. The savings is generated on the assumption that the approach to the unit cost remains consistent.

It is expected that the number of calls received by the customer contact centre (CCC), as well as face to face contact at the one stop shop will reduce as transactions are completed online. The total savings achievable will be determined by the total reduction in calls received by the CCC and interaction at the one stop shops and subsequent down sizing of the call centre function.

#### Casual Parking

As a result of the increase in the number of cashless parking bays and ease of access to pay electronically for casual parking and a reduction in pay and display machines, there has been an increase in non cash payments and reduction in cash collection costs due to fewer machines to collect from.

### 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).

In relation to the test of relevance questions, we know that this proposal will not make an adverse impact on service users.

#### Online Parking services

Currently, the following parking services have online offer:

- New/ renewing street parking permits payment



- Payment of PCN on AIMS<sup>1</sup>
- Appeal against a Penalty Charge Notice (PCN)
- View CCTV footage.

The following online forms are also available for customers:

- Report abandoned vehicles
- Report broken pay and display machines
- Blue Badge (badge for disabled people) change of address<sup>2</sup>

The data show that 1,734 new resident permits were applied through the web April 2015 to date. Also, 10,959 resident permits were renewed through the web in the 2014-15 financial year. The service is currently delivering a project to review the online permits module to reduce refunds and to help increase customer take up of this service.

Although customers are now able to access to some of the Parking services online, they will be able to continue accessing them via post and/or at the One Stop Shops.

The service does not currently collect equalities data of the resident street parking permit applicants.

### **Casual parking non-cash payment**

Cashless parking transactions are increasing, but there are no plans to remove all of the pay and display (P&D) machines that might impact upon those who do not hold a form of payment card and/or mobile phone.

### **Feedback from consultation**

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<sup>1</sup> AIMS is the customer payment system that the Council uses,

<sup>2</sup> The report/request street furniture online form is also available for customers.

Members of the public and the Council staff were consulted on this proposal from 19 October 2015 till 9 November 2015. Below is a summary of the outcome:

#### Members of the public

- 17 respondents
- 24% (4) of the respondents thought the proposal would have an impact on people using the service, including:
  - People who are not computer literate (2 responses), older people (1).
- 94% (16) thought there were positive outcomes from the proposal, including:
  - Savings (9 responses); easier and quicker for customers (4).
- 19% (3) thought the proposal would have negative impacts, including:
  - People who do not use online, including those who have language issues (2)

Other comments included:

- Agree with the proposal (4)
- Idea Stores and social landlords should help those who do not have access to the Internet.

#### The Council staff

- 8 respondents
- Four respondents thought the proposal would have an impact on people using the service.
- Six respondents thought there were positive outcomes from the proposal, including:
  - The online parking payment is easier for customers.
- Three respondents thought the proposal will have negative impacts, including:
  - One Stop Shops could help those who do not have use online.

Other comments included:

- The available options for customers need to be clearly communicated.

### 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.

<b>Target Groups</b> What impact will the proposal have on specific groups of service users and staff?	<b>Impact – Positive or Adverse</b>	<b>Reason(s)</b> <ul style="list-style-type: none"><li>• Please add a narrative to justify your claims around impacts and,</li><li>• Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making</li></ul>
Race	Positive	All customers, regardless of their background, are able to access to the online parking service. Also, customers are able to continue accessing the service via post and at One Stop Shops.

		<p>Along with the cashless parking transactions, the cash payment option using the pay and display (P&amp;D) machines will also remain. So, those who do not hold a form of payment card and/or mobile phone will be able to continue pay by cash.</p>
Disability	Positive	<p>All customers, regardless of their background, are able to access to the online parking service. Also, customers are able to continue accessing the service via post and at One Stop Shops.</p> <p>Along with the cashless parking transactions, the cash payment option using the pay and display (P&amp;D) machines will also remain. So, those who do not hold a form of payment card and/or mobile phone will be able to continue pay by cash.</p>
Gender	Positive	<p>All customers, regardless of their background, are able to access to the online parking service. Also, customers are able to continue accessing the service via post and at One Stop Shops.</p> <p>Along with the cashless parking transactions, the cash payment option using the pay and display (P&amp;D) machines will also remain. So, those who do not hold a form of payment card and/or mobile phone will be able to continue pay by cash.</p>
Gender Reassignment	Positive	<p>All customers, regardless of their background, are able to access to the online parking service. Also, customers are able to continue accessing the service via post and at One Stop Shops.</p> <p>Along with the cashless parking transactions, the cash payment option using the pay and display (P&amp;D) machines will also remain. So, those who do not hold a form of payment card and/or mobile phone will be able to continue pay by cash.</p>
Sexual Orientation	Positive	<p>All customers, regardless of their background, are able to access to the online parking service. Also, customers are able to continue accessing the service via post and at One Stop Shops.</p>

		<p>Along with the cashless parking transactions, the cash payment option using the pay and display (P&amp;D) machines will also remain. So, those who do not hold a form of payment card and/or mobile phone will be able to continue pay by cash.</p>
Religion or Belief	Positive	<p>All customers, regardless of their background, are able to access to the online parking service. Also, customers are able to continue accessing the service via post and at One Stop Shops.</p> <p>Along with the cashless parking transactions, the cash payment option using the pay and display (P&amp;D) machines will also remain. So, those who do not hold a form of payment card and/or mobile phone will be able to continue pay by cash.</p>
Age	Positive	<p>All customers, regardless of their background, are able to access to the online parking service. Also, customers are able to continue accessing the service via post and at One Stop Shops.</p> <p>Along with the cashless parking transactions, the cash payment option using the pay and display (P&amp;D) machines will also remain. So, those who do not hold a form of payment card and/or mobile phone will be able to continue pay by cash.</p>
Socio-economic	Positive	<p>All customers, regardless of their background, are able to access to the online parking service. Also, customers are able to continue accessing the service via post and at One Stop Shops.</p> <p>Along with the cashless parking transactions, the cash payment option using the pay and display (P&amp;D) machines will also remain. So, those who do not hold a form of payment card and/or mobile phone will be able to continue pay by cash.</p>
Marriage and Civil Partnerships.	Positive	<p>All customers, regardless of their background, are able to access to the online parking service. Also, customers are able to continue accessing the service via post and at One Stop Shops.</p> <p>Along with the cashless parking transactions, the cash payment option using the pay and display</p>

		(P&D) machines will also remain. So, those who do not hold a form of payment card and/or mobile phone will be able to continue pay by cash.
Pregnancy and Maternity	Positive	<p>All customers, regardless of their background, are able to access to the online parking service. Also, customers are able to continue accessing the service via post and at One Stop Shops.</p> <p>Along with the cashless parking transactions, the cash payment option using the pay and display (P&amp;D) machines will also remain. So, those who do not hold a form of payment card and/or mobile phone will be able to continue pay by cash.</p>
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
The number of pay and display (P&D) machines become small and/or have issues around the collection of money.	The service will explore a possibility of casual parking payment at a shop by cash.

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 service take-up (online and other channels) will continue to be monitored.

<b>OPP TITLE:</b>	<b>Introduction of Car Park at John Orwell Centre</b>							
<b>DIR:</b>	CLC				REF: CLC014/16-17			
<b>SERVICE:</b>	Culture Learning and Leisure				LEAD OFFICER: Shazia Hussain			
<b>TEAM:</b>	N/A				<b>THEMES:</b>	Income Optimisation		
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving £000</b>	<b>Invest to Save 15/16</b>	<b>Start before June 2015</b>	<b>Is an EA Req?</b>
	£ -	£ 48			£ 48	<b>N/A</b>	No	No
FTE Reductions	0							
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
<p>A pilot exercise has been undertaken introducing a car park at Lawton Road. This achieved £5K between June - August 2015. A similar opportunity exists for the John Orwell Leisure Centre. The car park could have 4 disabled bays and 29 normal bays. If the same tariff as Lawton Road is charged, it could achieve (pro rata) £4K per month, i.e. £48K per year. There would be a small cost to set up, promote, and maintain the car park which has not been netted off the total savings figure, and additional resources will be required to maintain and enforce payment, but it may be able to do the latter within current workloads.</p>								
<b>IMPLICATIONS TO CONSIDER</b>								
<b>including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT</b>								
Risk: that the location of the car park at John Orwell Leisure Centre is not as popular as Lawton Road, or that demand is not sufficiently high to deliver the same pro rata level of income.								
<b>EQUALITIES SCREENING</b>								
<b>TRIGGER QUESTIONS</b>	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities</b>						
Does the change reduce resources available to address inequality?	No							
Does the change reduce resources available to support vulnerable	No							
Does the change involve direct Impact on front line services?	No							
<b>CHANGES TO A SERVICE</b>								
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	The car park will have a tariff.						
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							
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?	No							
Does the change involve a redesign of the roles of staff?	No							



<b>OPP TITLE:</b>	<b>Saving from existing underspend of London Taxi Card budget</b>							
<b>DIR:</b>	CLC				REF: CLC015/16-17			
<b>SERVICE:</b>	PUBLIC REALM				LEAD OFFICER: Simon Baxter			
<b>TEAM:</b>	Parking, Mobility & Transport Services				THEMES:		Demand Management	
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before June 2015</b>	<b>Is an EA Req?</b>
	£ 271	£ 100			£ 100	N/A	No	Yes
FTE Reductions								
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
The council runs a taxi card scheme which offers reduced fares on black cabs for people with severe mobility problems or disabilities which prevent them from using public transport. The scheme is managed by London Councils.								
Historically Tower Hamlets budgeted for circa 4,000 members and assumed a high percentage of active users. In September 2015 London Councils, with the agreement of all 33 London boroughs, stopped the membership of 12,700 taxi card members who have not used their cards for over two years. The purpose of the review is to ensure that the taxi card database is kept up to date and to remove records of members who no longer use the scheme.								
Following the review, the number of Tower Hamlets members is currently 1,961 with 34% actively using the taxi card scheme. The savings proposed correlate to the London Council's changes and the budget has therefore been reduced by £100,000 to reflect this reduction in active users.								
This will not stop eligible residents from accessing and using this scheme; it is merely an adjustment to reflect that fewer residents now use the service than were previously budgeted for.								
<b>IMPLICATIONS TO CONSIDER</b>								
<b>including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT</b>								
Risk that the numbers of active users could begin to rise again and therefore the cost return to the previous levels.								
<b>EQUALITIES SCREENING</b>								
<b>TRIGGER QUESTIONS</b>	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities</b>						
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							
<b>CHANGES TO A SERVICE</b>								
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							
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?	No	(staffing levels for those affected should be provided as well as equalities data)						
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**

Reduction in London Taxi Card budget

**1b) Service area**

Public Realm, CLC

**1c) Service manager**

Simon Baxter, Interim Service Head, Public Realm

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

Mirsad Bakalovic, Head of Parking, Mobility and Transport

## Section 2: Information about changes to services

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

The council runs a taxi card scheme which offers reduced fares on Black Cabs and Public Hire Vehicles for people with severe mobility problems or disabilities which prevent them from using public transport. The scheme is managed on behalf of the Boroughs by London Councils.

Historically LBTH budgeted for circa 4,000 members and assumed a high percentage of active users. In September 2015 London Councils, with the agreement of all 33 London boroughs, stopped the membership of 12,700 Taxi card members who have not used their cards for over two years. The purpose of the review is to ensure that the Taxi card database is kept up to date and to remove records of members who no longer use the scheme.

Following the review, the number of LBTH members is currently 1,961 with 34% actively using the Taxi card scheme. The savings proposed correlate to the London Council's changes and the budget has therefore been reduced by £100,000 to reflect this reduction in active users.

This will not stop eligible LBTH residents from accessing and using this scheme; it is merely an adjustment to reflect that fewer residents now use the service than were previously budgeted for.

### 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).

In relation to the test of relevance questions, we know that this will **not**:

- Reduce the level of resources available to address inequality
- Alter or change access to the service
- Involve revenue raising

- Change who is eligible for a service
- Change the provider of this service.

## **Taxicard Scheme**

### Membership

In Tower Hamlets, the Taxicard scheme members are those with a disability that meet the eligibility criteria. The Taxicard scheme members are all those with disability, but not all of those with disabilities will meet the criteria.

Taxicard membership is determined by the Borough as opposed to London Councils. All applications for a Taxicard are submitted to London Councils who electronically forward them to the Boroughs to determine if an applicant meets the eligibility criteria. The only exception is if an applicant is in receipt of Higher Rate Mobility Component of Disability Living Allowance or 8 points or more for the Moving Around element of Personal Independence Payment (PIP). In those cases London Councils will automatically make the applicant a member.

### LBTH Taxicard members

The current number of Taxicard membership of LBTH is 1,961. Although a figure of 4,000 Taxicard members is quoted in the Council historically, the membership has never exceeded 2,300 at least in the last four years. London Councils have undertaken an annual review over the last couple of years in respect of non-use in a two year period. London Councils also now have access to NFI data in relation to deaths and remove a number of members via that information. The initial exercise resulted in hundreds of members having their membership cancelled whereas this recent exercise has seen considerably less cancelled.

The Council does not write to the people whose Taxicard has been cancelled by London Councils. However, a member who has their Taxicard cancelled is able to apply to London Councils to have it reactivated. It has been observed, however, this is a rare occurrence.

The Taxicard application form is produced and administered by London Councils. Since London Councils are responsible for managing applications, any equalities data will be with them and not with the Council. The Council will enquire as to whether London Councils retains this data.

### Use of the Taxicard

Service data show that only 34% of all existing Taxicard members currently use their Taxicard.

### Feedback from consultation

Members of the public and the Council staff were consulted on this proposal from 19 October 2015 till 9 November 2015. Below is a summary of the outcome:

#### Members of the public

- 10 respondents
- 30% (3) of the respondents thought the proposal would have an impact on people using the service.
- 80% (8) thought there were positive outcomes from the proposal, including:
  - Savings (5 responses); reduce abuse of the service (1).
- 20% (2) thought the proposal would have negative impacts.

Other comments included:

- This should be routine. Why do you consult? (1)
- Have those who have not use Taxicards been told their membership was terminated?

#### The Council staff

- 6 respondents
- One respondents thought the proposal would have an impact on people using the service.
- Four respondents thought there were positive outcomes from the proposal, including:

- Up to date records for budgeting.

- One respondent thought the proposal will have negative impacts.

Other comments included:

- This will not stop eligible residents. This is merely an adjustment as fewer residents use the service.

### **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.

<b>Target Groups</b> What impact will the proposal have on specific groups of service users and staff?	<b>Impact – Positive or Adverse</b>	<b>Reason(s)</b> <ul style="list-style-type: none"> <li>• Please add a narrative to justify your claims around impacts and,</li> <li>• Please describe the analysis and interpretation of evidence to support your conclusion as this will inform embers decision making</li> </ul>
Race	Neutral	People who are eligible for Blue Budge are able to apply for the Taxicard scheme regardless of their race.
Disability	Positive	Disabled people are able to apply for Taxicard as well as Blue Badge. Taxicard holders will able to continue to use this service.
Gender	Neutral	People who are eligible for Blue Budge are able to apply for the Taxicard scheme regardless of their gender.
Gender Reassignment	Neutral	People who are eligible for Blue Budge are able to apply for the Taxicard scheme regardless of their gender assignment.
Sexual Orientation	Neutral	People who are eligible for Blue Budge are able to apply for the Taxicard scheme regardless of their sexual orientation.
Religion or Belief	Neutral	People who are eligible for Blue Budge are able to apply for the Taxicard scheme regardless of their religion or belief.

Age	Neutral	People who are eligible for Blue Budge are able to apply for the Taxicard scheme regardless of their age.
Socio-economic	Neutral	People who are eligible for Blue Budge are able to apply for the Taxicard scheme regardless of their socio economic status.
Marriage and Civil Partnerships.	Neutral	People who are eligible for Blue Budge are able to apply for the Taxicard scheme regardless of their marriage and civil partnership status.
Pregnancy and Maternity	Neutral	People who are eligible for Blue Budge are able to apply for the Taxicard scheme regardless of their pregnancy and maternity.
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
Spend exceed the budget	The deficit will be funded.

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.

n/a

OPP TITLE:		Reduction in Blackwall Tunnel Approach Cleansing						
DIR:	CLC	REF: CLC016/16-17					LEAD OFFICER: Simon Baxter	
SERVICE:	Public Realm	THEMES:					De-commissioning, Reducing services	
TEAM:	Clean, Green & Highways	Invest to Save 15/16					Start before June 2015	Is an EA Req?
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Net Savings 18/19 £000	Total Saving			
FTE Reductions	£ 6,774	£ 75			£ 75	N/A	No	
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
This proposal sets out the savings of £75k removed from the Street Cleansing budget from streamlining the number of cleaning cycles on the Blackwall tunnel approach.								
The Blackwall tunnel approach is a Transport for London (TfL) managed road. However, cleansing of the approach is the Councils responsibility. The Council currently pays Veolia to cleanse the Blackwall Tunnel Northern Approach (BTNA) A12 and the slip roads on a four week cycle. The proposal is to reduce the frequency of the cleaning from a four week cycle to a five week cycle.								
In additional it is proposed that the frequency of the litter pick activity on all landscaped areas of the A12 at Blackwall Tunnel/St Leonards Road/Brunswick Road, A13 Junction is also reduced from a four week cycle to a five week cycle.								
<b>IMPLICATIONS TO CONSIDER</b> including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
The public perception driving through Tower Hamlets on these major roads could be impacted by the increase in detritus and litter. Resident satisfaction levels may therefore reduce. Performance against Key Performance indicators may be adversely affected.								
<b>EQUALITIES SCREENING</b>								
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	Reduced cleansing on a section of public highway						
<b>CHANGES TO A SERVICE</b>								
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							
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?	No							
Does the change involve a redesign of the roles of staff?	No							

OPP TITLE:		Alternative Waste Disposal Solution						
DIR:	CLC					REF: CLC017/16-17		
SERVICE:	Public Realm					LEAD OFFICER: Simon Baxter		
TEAM:	Clean, Green & Highways					THEMES:	Delivering Differently	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Net Savings 18/19 £000	Total Saving	Invest to Save 15/16	Start before June 2015	Is an EA Req?
FTE Reductions	£ 9,852	£ 150			£ 150	N/A	No	Yes
DETAILS OF SAVINGS OPPORTUNITY								
<p>This proposal intends to save £150k from waste disposal by exploiting short to medium term differences in waste treatment costs. This will be achieved by diverting 49,400 tonnes of the Councils waste away from Mechanical biological treatment to Energy from Waste up to 2017. The councils recycling rate will reduce by 1% as the waste would go to incineration (avoiding landfill). Significant improvements have been made to Incineration technology reducing the impact on air quality and energy efficiency but air pollution will still result from this decision. Whilst the incinerator is not in the Borough this is still a consideration in making this decision.</p>								
IMPLICATIONS TO CONSIDER								
<p>including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT</p> <p>The councils recycling rate will reduce by 1% as the waste would go to incineration (avoiding landfill). Significant improvements have been made to Incineration technology reducing the impact on air quality and energy efficiency but air pollution will still result from this decision. Whilst the incinerator is not in the Borough this is still a consideration in making this decision.</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	(staffing levels for those affected should be provided as well as equalities data)						
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**

Alternative Waste Disposal Solution

**1b) Service area**

Public Realm, CLC

**1c) Service manager**

Simon Baxter, Interim Service Head, Public Realm

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

Liz Nelson, Interim Head of Clean, Green and Highways

## Section 2: Information about changes to services

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

This proposal intends to save £150k from waste disposal by exploiting short to medium term differences in waste treatment costs. This will be achieved by diverting 49,400 tonnes of the Councils waste away from Mechanical biological treatment to Energy from Waste up to 2017.

### 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).

In relation to the test of relevance questions, we know that this will not:

- Reduce the level of resources available to address inequality
- Alter or change access to the service
- Involve revenue raising
- Change who is eligible for a service
- Change the provider of this service.

The residents will continue receive the same service from the Council. The only change from this proposal will be that 49,400 tonnes of the Council waste will be sent to be disposed of in Energy from Waste treatment plants, outside of the Borough, where the waste will be incinerated to produce partially-renewable<sup>1</sup> energy. Although significant improvements have been made to the incineration technology reducing the impact on air quality and energy efficiency, this proposal may cause a small the increase in CO<sub>2</sub> emissions and affect air quality. However, any impact will be very small as EU legislation places strict limits on these waste plants, such that they only contribute a small fraction to the local and national particulates and other emissions, and it is impossible to quantify the impact of the incineration of the Council waste away from the Borough on the residents in the Borough.

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<sup>1</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/284612/pb14130-energy-waste-201402.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/284612/pb14130-energy-waste-201402.pdf)

### Feedback from consultation

Members of the public and the Council staff were consulted on this proposal from 19 October 2015 till 9 November 2015. Below is a summary of the outcome:

#### Members of the public

- 4 respondents
- Three respondents thought the proposal would have an impact on people using the service.
- One respondent thought there were positive outcomes from the proposal.
- Three thought the proposal would have negative impacts.

Other comments included:

- Do not understand it enough to be able to comment.

### 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"> <li>Please add a narrative to justify your claims around impacts and,</li> <li>Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making</li> </ul>
Race	Unknown	No direct impact on the residents in the Borough, although this proposal may cause the increase of CO2 emission and affect air quality. The impact of the incineration on air quality and the residents in the Borough specifically remain unknown.
Disability	Unknown	No direct impact on the residents in the Borough, although this proposal may cause the increase of CO2 emission and affect air quality. The impact of the incineration on air quality and the residents in the Borough specifically remain unknown.
Gender	Unknown	No direct impact on the residents in the Borough, although this proposal may cause the increase of CO2 emission and affect air quality. The impact of the incineration on air quality and the residents in the Borough specifically remain unknown.
Gender Reassignment	Unknown	No direct impact on the residents in the Borough, although this proposal may cause the increase of CO2 emission and affect air quality. The impact of the incineration on air quality and the residents in the Borough specifically remain unknown.
Sexual Orientation	Unknown	No direct impact on the residents in the Borough, although this proposal may cause the increase of CO2 emission and affect air quality. The impact of the incineration on air quality and the residents in the Borough specifically remain unknown.
Religion or Belief	Unknown	No direct impact on the residents in the Borough, although this proposal may cause the increase of CO2 emission and affect air quality. The impact of the incineration on air quality and the residents in the Borough specifically remain unknown.

Age	Unknown	No direct impact on the residents in the Borough, although this proposal may cause the increase of CO2 emission and affect air quality. The impact of the incineration on air quality and the residents in the Borough specifically remain unknown.
Socio-economic	Unknown	No direct impact on the residents in the Borough, although this proposal may cause the increase of CO2 emission and affect air quality. The impact of the incineration on air quality and the residents in the Borough specifically remain unknown.
Marriage and Civil Partnerships.	Unknown	No direct impact on the residents in the Borough, although this proposal may cause the increase of CO2 emission and affect air quality. The impact of the incineration on air quality and the residents in the Borough specifically remain unknown.
Pregnancy and Maternity	Unknown	No direct impact on the residents in the Borough, although this proposal may cause the increase of CO2 emission and affect air quality. The impact of the incineration on air quality and the residents in the Borough specifically remain unknown.
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.

n/a

# **Development & Renewal Savings 2016/17**

<b>OPP TITLE:</b>	<b>Management of vacancies and review of pensions contributions</b>							
<b>DIR:</b>	D&R					REF: DR001/16-17		
<b>SERVICE:</b>	Cross-directorate					LEAD OFFICER: Chris Holme		
<b>TEAM:</b>	Cross-directorate					<b>THEMES:</b>	Better Budget Management	
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
FTE Reductions	£ 15,999	£ 200			£ 200	No	No	No
					0			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
A review of the Directorate's establishment and turnover has identified a number of staffing related savings opportunities. Firstly, unlike elsewhere across the organisation, the directorate does not have vacancy/churn factor. Also, a small number of posts which are specifically project related are not being charged against the appropriate funding mechanism. Finally an analysis of LGPS membership, post auto-enrolment, has identified that significant numbers of staff have determined not to be members . This reduces the Council contribution. The directorate vacancy and turnover/churn levels will continue to be monitored. The culmination of these adjustments is a budget reduction of £200k.								
<b>IMPLICATIONS TO CONSIDER</b>								
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
No further implications to consider.								
<b>EQUALITIES SCREENING</b>								
<b>TRIGGER QUESTIONS</b>	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
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							
<b>CHANGES TO A SERVICE</b>								
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							
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?	No							
Does the change involve a redesign of the roles of staff?	No							

<b>OPP TITLE:</b>		<b>Corporate Landlord and other Commissioning Efficiencies</b>						
<b>DIR:</b>	D&R					REF: DR002/16-17		
<b>SERVICE:</b>	Cross-directorate					LEAD OFFICER: Chris Holme		
<b>TEAM:</b>	N/A					<b>THEMES:</b>	Commissioning Efficiencies	
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
		£ 125			£ 125	<b>No</b>	No	No
FTE Reductions					0			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
<p>Under the recently implemented corporate landlord model - the service now has the opportunity to manage properties more cost-effectively. The service will have a strategic responsibility to ensure premises related expenditure is controlled and managed, efficiencies generated from the property through consolidating procurements and premises related contracts, business rates. As a result, general fund savings will be generated from the reduction on the premises related spend across the corporate properties. In addition the Directorate spends some £3.7m on procuring goods and services. In addition a review of directorate procurement opportunities arising during the financial year will target further opportunities to generate efficiency savings within its controllable supplies and services across the Directorate. .</p>								
<b>IMPLICATIONS TO CONSIDER</b>								
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
No further implications to consider.								
<b>EQUALITIES SCREENING</b>								
<b>TRIGGER QUESTIONS</b>	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
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							
<b>CHANGES TO A SERVICE</b>								
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							
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?	No							
Does the change involve a redesign of the roles of staff?	No							

<b>OPP TITLE:</b>	<b>Increased productivity and commercialisation of planning and building control services</b>							
<b>DIR:</b>	D&R				REF: DR003/16-17			
<b>SERVICE:</b>	Planning & Building Control				LEAD OFFICER: Owen Whalley			
<b>TEAM:</b>	Development Management				<b>THEMES:</b>		Income Optimisation	
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
Commercialisation and Productivity	n/a	£ 100	£ -	£ -	£ 100	<b>No</b>	No	No
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
<p>The service currently generates an income to cover its costs in the relevant areas from discretionary fees. This includes pre-application planning processes. Fees and income have increased steadily over the last few years and while they can only be charged to cover costs there may be scope on review to secure a further modest increase in some fees accompanied by a cost review to generate the saving identified and stay within the tight parameters. However, there is potential for service re-engineering and improving business processes (through workforce and skills improvements) to increase activities and external fee income. Additionally, Learning &amp; Development remains a crucial strand of the development of our own Planning &amp; Building control staff. Service has developed a smart and focus driven staff training &amp; learning programme to further enhance business process (e.g., explore further to increase speed, quality and planning decisions) and productivity, which as result a small reduction (£20k) in the general fund budget possible without significantly impacting the staff development.</p>								
<b>IMPLICATIONS TO CONSIDER</b>								
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
Possibly long term implication due to change in planning demand.								
<b>EQUALITIES SCREENING</b>								
<b>TRIGGER QUESTIONS</b>	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
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							
<b>CHANGES TO A SERVICE</b>								
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	No							
Does the change involve local suppliers being affected?	No							
Does the change affect the Third Sector?	No							
Does the change affect Assets?	No							
<b>CHANGES TO STAFFING</b>								
Does the change involve a	No							
Does the change involve a	No							

<b>OPP TITLE:</b>		<b>Reduction to the Mainstream Grants Budget</b>							
<b>DIR:</b>		D&R			REF: DR005/16-17				
<b>SERVICE:</b>		Resources			LEAD OFFICER: Everett Haughton				
<b>TEAM:</b>		Third Sector Team			<b>THEMES:</b>		De-commissioning, Reducing services		
<b>SAVINGS OPPORTUNITY</b>		<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
		£ 1,566	£ 40			£ 40	<b>No</b>	No	Yes
FTE Reductions						0			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>									
<p>The purpose of the council's mainstream grants budget is to fund activities to meet key local priorities drawn from the Community Plan and key council strategies, which the third sector is best placed to deliver.</p> <p>A five per cent reduction in the Development and Renewal element of the mainstream grants budget has been identified, taking effect from September 2016.</p> <p>The annual review of service agreements will need to reflect the reduced funding available.</p>									
<b>IMPLICATIONS TO CONSIDER</b>									
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT									
No further implications to consider.									
<b>EQUALITIES SCREENING</b>									
<b>TRIGGER QUESTIONS</b>		<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
Does the change reduce resources available to address inequality?		Yes							
Does the change reduce resources available to support vulnerable residents?		Yes							
Does the change involve direct impact on front line services?		Yes							
<b>CHANGES TO A SERVICE</b>									
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?		Yes							
Does the change affect Assets?		No							
<b>CHANGES TO STAFFING</b>									
Does the change involve a reduction in staff?		No	(staffing levels for those affected should be provided as well as equalities data)						
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 – D&R005 Mainstream Grants - £40,000.

As part of the consolidation of MSG function a potential (3%-4%) reduction on the council wide MSG budget is possible. However, a 5% reduction in the Development and Renewal element of the Mainstream Grants budget has been identified, taking effect from September 2016. This will be achieved through more rigor and coherent funding allocations and monitoring process, ensuring maximum outputs/outcome achieved from the applicants. The annual review of service agreements would need to reflect the reduced funding available.

#### **1b) Service area – Resources**

#### **1c) Service manager – Everett Haughton/Dave Clark**

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

Name and role of the officer completing the EA:

- Everett Haughton - Third Sector Programmes Manager – responsible for day to day management of the Third Sector Team which is responsible for programme and project management of third sector grants across the council, Including the Mainstream Grants Programme (Theme 1 - Children, Young People and Families, Theme 2 - Jobs, Skills and Prosperity, Theme 3 - Prevention Health and Wellbeing, Theme 4 - Third Sector Organisational Development, Theme 5 - Community Engagement, Cohesion and Resilience).

## Section 2: Information about changes to services

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

Reduce revenue expenditure as part of the Council's 2016/17 savings targets. To achieve the above savings it is recommended that the current MSG Funding Budget (£1,566,000) is reduced by £40,000 leaving a balance of £1,526,000. The £40,000 savings represents 5% of D&R's element of the programme, which the savings will come from.

The core purpose of the Mainstream Grant Programme is to fund activities delivered by Third Sector Organisations to meet key local priorities drawn from the Tower Hamlets Community Plan and the borough strategies and programmes. In many cases Third Sector Organisations are better placed than large public sector providers to engage with diverse communities in the borough and to mobilise the resources and voluntary efforts of individuals in local communities in delivering important services.

MSG is a 'commissioned grant' process where desired service outcomes and other requirements are clearly specified within what is effectively a 'tender document'. Grants are treated as 'restricted funds' within an organisation's accounts and can therefore only be spent on the funded activity.

A robust programme of monitoring is in place regarding the performance of projects in receipt of MSG funds, with a regular programme of quarterly monitoring and an annual service review (In September 2016). The funding specified within the tender document is linked to the results/outcome delivered by the project, with organisations only securing the whole amount if those outputs specified within the PID have been achieved. Where organisations fail to meet the outputs specified within the tender document, further funding may not be provided

The £40,000 savings proposed are to come from D&R's element of the programme (Jobs, Skills and Prosperity) from projects which have not hit their proposed targets and are underperforming. This will be identified as part of the annual service review of the MSG Programme which will occur in September 2016 as part of the programme monitoring process.

Since some service agreements are yet to start, we do not know, or have an indication on which services have underperformed. Consequently, there is no data on what the impact will be if/when funding is withdrawn, regarding outputs in general or the impact



upon any protected characteristics (and whether it is proportionate on all groups).

Due to the level of uncertainty regarding what the impact will be, data sets regarding Jobs and Skills, Cohesion, and Community Engagement have been reviewed to see what the potential impact upon the loss of funding may look like for protected characteristics across the community. However, since the savings will be generated from poor performing projects the impact is expected to be proportionately less pronounced than if savings were being generated from projects which were delivering a large number of outputs across the Borough.

It is important to note, a key feature of the refreshed Mainstream Grants Programme 2015-2018 is to link funding to the delivery of service outcomes as identified within service level agreements between the Council and Organisations in receipt of MSG. A central part of the link between resourcing and delivery of outcomes is to undertake and an Equalities Assessment before any decision is made to reduce or remove funding following the identification of poor performance. Consequently this assessment is an interim assessment, providing key recommendations regarding what needs to be in place to ensure a full EA can be once it is clear which services have underperformed in in Annual Service Assessment and where the savings will be generated from.

Key steps in this process will include the following (these are addressed in the action plan at the end of this document);

- Review of Q1 monitoring with regard to completeness of output information by equalities characteristic
- Identify which projects are not performing as part of Q1 monitoring
- Support given as part of monitoring visits to improve performance and further collect equalities data (It is essential that the capture of data and undertaking equalities assessments) as part of an on-going process to ensure inclusive/borough wide provision is being both offered and taken up.
- Reminder given to services regarding the payment being tied to delivery of results
- Consultation with services regarding the withdrawal of funding at Q1
- 30 June 2017 – interim Evaluation of MSG Programme - Effectiveness in addressing equalities.
- 31 December 2018 – Final Evaluation of MSG Programme - Effectiveness in addressing equalities.

### 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. Claimant count (June 2014-2015)
  2. LBTH Employment Strategy (April 2011)
  3. ONS Annual population Survey Apr 2014-Mar 2015
  4. Annual Residents Survey 2014/15
  5. LEA consultation findings

**Job Skills and Prosperity:** 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.

The Job seekers allowance (JSA) 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 September 2015 is 2.0% compared to London 1.8% 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

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. These groups include:

- *Black (African)* – the ethnic group with the highest proportion of JSA claimants, where people of Somali origin are particularly significant
- *Young men* – over half of JSA claimants are young men *Women* – economic activity rates are much lower than for men
- *Other ethnic minority communities*, notably including the Bangladeshi community, which has the second highest

- percentage incidence of JSA claimants after Black (African) people.
- *People with health issues or a disability*, particularly mental health
- *Overlaps between these groups* – such as Bangladeshi women, who are significantly more likely to be economically inactive than other groups

### **Gender**

The economic activity rate in Tower Hamlets varies for both men and women (APS April 14 – Mar 15), with a higher rate of men being available for work than women. The borough average being 77%, economic activity for women was 69.3% and 84.7% for men. This differential translates into the % of men and women who are in work. 78% of men were in employment, compared to 60% of women.

The JSA claimant count rate across Tower Hamlets in September 2015 was 2.0% (1.8% in London). While more men appear to be in work than women, the level of men claiming JSA is higher for men than women, with 2.2% of men claiming (2.1% London), against 1.8% of women (1.8% London).

### **Age**

As a proportion of each age category, unemployment is highest amongst elder residents with 5% of all of those residents aged between 50 - 59 being in receipt of JSA. While 2.3 % ( 790) of those aged between 18-24 were in receipt of JSA, the volume of residents within in this age category is significant 24% of all claimants. When compared to the London average, those aged under 30 were less likely to be in receipt of JSA, However, when compared to the London average, each of the age categories above 35, were increasingly likely to be claiming JSA.

### **Geography**

2 Wards, East India and Lansbury (3.2%) and Bromley by Bow (2.9%) had significantly higher concentrations of JSA claimant count in comparison with the borough Average of 2.0%.

## **Ethnicity**

APS employment rate data (Jul 2014-Jun 2015) outlines in Tower Hamlets, 81.3% of white residents are in employment compared to 59.9% of residents from an ethnic minority. The employment rate of amongst ethnic minorities differs widely, with 81% of Indian residents being employed compared to 66% of black residents and 49.6% of Pakistani / Bangladeshi residents being employed.

These variances are amplified across gender, with only 37% and 53% of Pakistani/Bangladeshi and Indian females being in employment respectively (compared to 78% of white females)

- No data was available for the remaining characteristics (Disability, Pregnancy, Sexuality, Transgender, Marriage/Civil partnership, Religion)

Also, These figures mirror those key statistics identified within the Council's Employment Strategy, namely:

**Ethnicity** – 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.

**Age** – Young men (under 29) are a target group. 43% of JSA claimants in the borough are under 29 years old (though 39% of the borough's population is 15-29).

**Gender** – 42% of women in the borough are economically inactive compared to 19% of men. This is why women are specifically identified as a target group for the ESF Community Grants.

- **Recent consultation exercises carried out?**

As part of the 16/17 proposed savings Level 1 consultation was carried out with both staff and residents. The consultation process included outlining the savings proposals in EEL (for digital inclusion) and publishing savings proposals on the council's website and promotion and through other local, BME and social media.

This is in addition previous consultation carried out on the 2015/16 MSG programme which included detail consultation with relevant interest groups, other public bodies, voluntary organisations, community groups. 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.

**Response to Consultation:**

A summary of the response to the public consultation is set out below.

**The savings proposal:**

Reduce revenue expenditure as part of the Council's 2016/17 savings targets. To achieve the above savings it is recommended that the current MSG Funding Budget (£1,566,000) is reduced by £40,000 leaving a balance of £1,526,000. The £40,000 savings represents 5% of D&R's element of the programme, which the savings will come from.

**Summary of Feedback From Public Consultation:**

9 responses were received to the public consultation, due to the nature of the web based public consultation the responses could not be disaggregated by equalities characteristics

**Mainstream Grants Public Consultation**

Number      %

Proposal <b>WOULD HAVE</b> impact	2	22.2
Proposal <b>WOULD NOT</b> have impact	7	77.8
	9	
<b>WILL</b> have <b>POSITIVE</b> impact	7	77.8
<b>WILL NOT</b> have <b>POSITIVE</b> impact	2	22.2
	9	100
<b>WILL</b> have <b>NEGATIVE</b> impact	3	37.5
<b>WILL NOT</b> have <b>NEGATIVE</b> impact	5	62.5
	8	100

Of the 9 responses received, feedback was mainly supportive with 7 residents feeling the savings would have a positive impact, and 2 feeling the savings would impact negatively. Positive feedback centred on the saving presenting a good opportunity to streamline the MSG process to performance

**Summary of Feedback From Staff Consultation:**

16 responses were received to the staff consultation, due to the nature of the web based public consultation the responses could not be disaggregated by equalities characteristics

**Mainstream Grants Staff Consultation**

	Number	%
Proposal <b>WOULD HAVE</b> impact	9	56.3
Proposal <b>WOULD NOT</b> have impact	7	43.8
	16	

<b>WILL</b> have <b>POSITIVE</b> impact	5	33.3
<b>WILL NOT</b> have <b>POSITIVE</b> impact	10	66.7
	15	
<b>WILL</b> have <b>NEGATIVE</b> impact	10	62.5
<b>WILL NOT</b> have <b>NEGATIVE</b> impact	6	37.5
	16	

### Summary of Feedback From Staff Consultation:

Of the 16 responses from staff received, 5 felt the savings proposals would have a beneficial impact, with 10 outlining the proposals would have a negative impact. Those emphasising there would be a negative impact highlighted the impact would fall on the community and those residents who would be using funded services (the analysis focuses on whether there would be a disproportionate impact on any specific group). However, those outlining a potential positive impact, highlighted that the reduction in funding would encourage organisations to be more self-reliant. It must be noted that this would be encouraged through two MSG themes focusing on (a) Third Sector Organisational Development, and (b) Community Engagement, Cohesion and Resilience both of which would continue at their current level with no reductions proposed.,

Due to the nature of the online staff consultation it is not possible to analyse the responses given by equalities characteristics. That said, regarding the impact upon equalities characteristics, It's worth noting the suggested saving is a 5% reduction in D&R's MSG budget, in particular regarding those projects who are not delivering the outputs specified within their SLAs. Proceeding with the recommended savings proposal, once underperforming projects have been identified is only likely to have a minimal impact if any

### 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  What impact will the proposal have on specific groups of service users or staff?	Reason(s) <ul style="list-style-type: none"> <li>• Please add a narrative to justify your claims around impacts and,</li> <li>• Please describe the analysis and interpretation of evidence to support your conclusion as this will inform decision making</li> </ul> Please also how the proposal with promote the three One Tower Hamlets objectives? -Reducing inequalities -Ensuring strong community cohesion -Strengthening community leadership
Race	Neutral	There is no disproportional negative impact on this group.



		<p>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 and provision will still be available even if an element is reduced as part of the savings. .</p> <p>With regard to cohesion, residents from White and Other backgrounds are key target groups due fewer reporting that the borough is a place where people from different backgrounds get on well together, this was lower for White residents</p> <p>There is universal provision within the programme with all providers being required to demonstrate they have shown due regard for each of the equalities consideration. Consequently, residents with this equalities characteristic will be able to use the full range of services covered by remaining projects. Furthermore, as with the other characteristics, only projects not delivering specified outcomes will be at risk of a reduction in funding, consequently, there will be only a minimal impact if employment rates / targeted activities for this characteristic were a key feature of the grants programme.</p>
Disability	Neutral	<p>There is no disproportional negative impact on this group, While no data is available for this characteristic; people with a disability are key target group for the targeting of services provided by grant funded projects.</p> <p>There is universal provision within the programme with all providers being required to demonstrate they have shown due regard for each of the equalities consideration. Consequently, residents with this equalities characteristic will be able to use the full range of services covered by remaining projects. Furthermore, as with the other characteristics, only projects not delivering specified outcomes will be at risk of a reduction in funding, consequently, there will be only a minimal impact if employment rates / targeted activities for this characteristic were a key feature of the grants programme.</p>
Gender	Neutral	<p>There is no disproportional negative impact on this group.</p> <p>Differentials in the economic activity and employment rates between men and women are a key focus in the employment strategy and consequently this funding stream. It is expected that there will be a high</p>

		<p>number of organisations applying for funding that will focus on supporting these residents and provision will still be available even if an element is reduced as part of the savings. .</p> <p>There is universal provision within the programme with all providers being required to demonstrate they have shown due regard for each of the equalities consideration. Consequently, residents with this equalities characteristic will be able to use the full range of services covered by remaining projects. Furthermore, as with the other characteristics, only projects not delivering specified outcomes will be at risk of a reduction in funding, consequently, there will be only a minimal impact if employment rates / targeted activities for this characteristic were a key feature of the grants programme.</p>
Gender Reassignment	Not Known	<p>Insufficient monitoring data available relating to this target group to draw any conclusion at this stage. There is universal provision within the programme with all providers being required to demonstrate they have shown due regard for each of the equalities consideration. Consequently, residents with this equalities characteristic will be able to use the full range of services covered by remaining projects. Furthermore, as with the other characteristics, only projects not delivering specified outcomes will be at risk of a reduction in funding, consequently, there will be only a minimal impact if employment rates / targeted activities for this characteristic were a key feature of the grants programme.</p>
Sexual Orientation	Not Known	<p>Insufficient monitoring data available relating to this target group to draw any conclusion at this stage. There is universal provision within the programme with all providers being required to demonstrate they have shown due regard for each of the equalities consideration. Consequently, residents with this equalities characteristic will be able to use the full range of services covered by remaining projects. Furthermore, as with the other characteristics, only projects not delivering specified outcomes will be at risk of a reduction in funding, consequently, there will be only a minimal impact if employment rates / targeted activities for this characteristic were a key feature of the grants programme.</p>
Religion or Belief	Neutral	<p>There is no disproportional negative 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>While employment data disaggregated by religion was unavailable, regarding community cohesion, those residents who were either Christian or had no religion were least likely to feel the Borough was a</p>

		<p>place where people from different backgrounds get on well together. While this highlights a small discrepancy, the proposal is not thought to have disproportionate impact upon those who are Christian or with no religion</p> <p>The suggested saving is a 5% reduction in D&amp;R's MSG budget, in particular regarding those projects who are not delivering the outputs specified within their SLAs. Proceeding with the recommended savings proposal, once underperforming projects have been identified is only likely to have a minimal impact if any</p>
Age	Neutral	<p>There is no disproportional negative impact on this group.</p> <p>While 5% of all of those residents aged between 50 - 59 are in receipt of JSA, compared to 2.3 %, those aged between 18-24 accounted for 24% of all claimants. Consequently since those 18-24 represent a larger volume of TH residents claiming JSA, they also represent a critical challenge / priority under the existing employment strategy, particularly young males. There are a high number of organisations applying for funding that will focus on supporting these residents and provision will still be available even if an element is reduced as part of the savings. .</p> <p>There is universal provision within the programme with all providers being required to demonstrate they have shown due regard for each of the equalities consideration. Consequently, residents with this equalities characteristic will be able to use the full range of services covered by remaining projects. Furthermore, as with the other characteristics, only projects not delivering specified outcomes will be at risk of a reduction in funding, consequently, there will be only a minimal impact if employment rates / targeted activities for this characteristic were a key feature of the grants programme.</p>
Marriage and Civil Partnerships.	Not Known	<p>Insufficient monitoring data available relating to this target group to draw any conclusion at this stage. There is universal provision within the programme with all providers being required to demonstrate they have shown due regard for each of the equalities consideration. Consequently, residents with this equalities characteristic will be able to use the full range of services covered by remaining projects. Furthermore, as with the other characteristics, only projects not delivering specified outcomes will be at</p>

		risk of a reduction in funding, consequently, there will be only a minimal impact if employment rates / targeted activities for this characteristic were a key feature of the grants programme.
Pregnancy and Maternity	Not Known	Insufficient monitoring data available relating to this target group to draw any conclusion at this stage. There is universal provision within the programme with all providers being required to demonstrate they have shown due regard for each of the equalities consideration. Consequently, residents with this equalities characteristic will be able to use the full range of services covered by remaining projects. Furthermore, as with the other characteristics, only projects not delivering specified outcomes will be at risk of a reduction in funding, consequently, there will be only a minimal impact if employment rates / targeted activities for this characteristic were a key feature of the grants programme.
Other Socio-economic Carers	Not Known	While there is no monitoring data for this characteristic, a central element of D&R's Job Skills and prosperity theme is to ensure that non-working and low income household a participate in the labour market to increase income. All projects funded seek to ensure all residents with low incomes access the full range of services universally. As with the other characteristics, only projects not delivering specified outcomes will be at risk of a reduction in funding, consequently, there will be only a minimal impact if employment rates / targeted activities for this characteristic were a key feature of the grants programme.

## 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. Review of Q1 monitoring in light of completeness of output information by equalities characteristic	<ul style="list-style-type: none"> <li>• Identify which projects are not performing as part of Q1 monitoring</li> <li>• Support given as part of monitoring visits to improve performance and further collect equalities data</li> </ul>	<ul style="list-style-type: none"> <li>○ Undertake Q1 Monitoring</li> <li>○ Review Q1 Information</li> <li>○ Identify gaps organisations with gaps in equalities data</li> <li>○ Schedule and undertake Q1 support visits</li> </ul>	<ul style="list-style-type: none"> <li>• EH &amp; RM</li> </ul>	
2. Review of Q1 monitoring in light	<ul style="list-style-type: none"> <li>• Consultation with services regarding the</li> </ul>	<ul style="list-style-type: none"> <li>○ Reminder given to services regarding the</li> </ul>		

<p>of completeness of output information by equalities characteristic</p> <p>3. Continued quarterly review of equalities data and performance visits and identification of underperformance</p> <p>4. Identification of underperforming projects</p> <p>5. Withdrawal of funding for</p>	<p>payment by results</p> <ul style="list-style-type: none"> <li>• Continue monitoring visits and support of projects not achieving specified outputs or providing sufficient monitoring data or</li> <li>• Identification of underperforming projects, consultation and equalities analysis prior to withdrawal of funding</li> </ul>	<p>payment being tied to delivery of results</p> <ul style="list-style-type: none"> <li>○ Routine Q2/Q3 Monitoring visits</li> <li>○ Outline criteria/tolerance levels for underperforming</li> <li>○ Reminder/warning letter written to underperforming organisation</li> <li>○ Q4 Service Assessments undertaken</li> <li>○ Selection of underperforming projects</li> <li>○ Undertake consultation with identified projects</li> <li>○ Undertake EA regarding withdrawal of funding</li> <li>○ Confirmation letters sent to underperforming</li> </ul>		
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<p>underperforming projects</p> <p>6. Improving the collection of equalities monitoring data from all grant funded projects</p>	<ul style="list-style-type: none"> <li>• Review and update guidance for projects on the collection and reporting of equalities data</li> <li>• Incorporate equalities data within Performance Reports to Corporate Grants Programme Board</li> </ul>	<p>organisations regarding the withdrawal of funding</p> <ul style="list-style-type: none"> <li>○ Quarterly report document updated – end Sep 2016</li> <li>○ Information sheet sent to all funded projects – end Sep 2016</li> <li>○ Update incorporated within GIFTS online report - Oct 2016</li> </ul>		
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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

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

- The actual impact of these changes will be will be picked up via ongoing quarterly monitoring of the MSG programme, which will include quarterly monitoring project outputs by equalities profile.
- In addition to this, the broader evaluation and of the MSG programme which has been commissioned and will include both an interim and final evaluation of the MSG programme, in particular its impact upon equalities profiles
- Interim Evaluation of MSG Programme - 30 June 2017 – Interim Review of the effectiveness of the MSG programme in addressing equalities.
- Final Evaluation of MSG Programme - 31 December 2018 – Final Review of the effectiveness of the MSG programme in addressing equalities.

<b>OPP TITLE:</b>		<b>Reorganisation of Housing Management &amp; Procurement Teams</b>						
<b>DIR:</b>	D&R				REF: DR006/16-17			
<b>SERVICE:</b>	Housing Options				LEAD OFFICER: Lorraine Douglas			
<b>TEAM:</b>	Housing Management and Procurement				<b>THEMES:</b>	Lean: Service Re-Design and Consolidation		
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
	£ 1,976	£ 145			£ 145	<b>No</b>	No	Yes
FTE Reductions		3			3			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
A restructure of the Housing Management and Income Teams, with a subsequent transfer of the functions and appropriate staff to Tower Hamlets Homes which has experience of managing similar activities in respect of the Council's Housing Revenue Account tenanted stock. NB: Management of the Housing Register will not transfer to Tower Hamlets Homes								
<b>IMPLICATIONS TO CONSIDER</b> including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
Risks is only if the proposed structure is not implemented by 1st of April 2016.								
<b>EQUALITIES SCREENING</b>								
<b>TRIGGER QUESTIONS</b>	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
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							
<b>CHANGES TO A SERVICE</b>								
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							
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?	Yes	Staffing reorganisation will be undertaken in accordance with the Handling Organisational Change policy and will include a full impact assessment to ensure that equalities groups are not disproportionately affected						
Does the change involve a redesign of the roles of staff?	Yes							



<b>OPP TITLE:</b>	<b>Restructure of Programme Management &amp; Assurance Team</b>							
<b>DIR:</b>	D&R				REF: DR007/16-17			
<b>SERVICE:</b>	Resources and Economic Development				LEAD OFFICER: Chris Holme			
<b>TEAM:</b>	PMA				<b>THEMES:</b>	Lean: Service Re-Design and Consolidation		
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
	£ 266	£ 90			£ 90			No
FTE Reductions		1			1			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
<p>Restructure of team management and deletion of Head of Service post. Ideally this should be undertaken as part of a wider review of programme management arrangements across the Council.</p> <p>Further details of the role are appended.</p> <p>During the period 2013-15 when the Service Head acted into the post of Corporate Director Resources, the post holder acted as the Service Head Resources for the Directorate . In recognition of the ongoing savings challenge the decision was taken to leave the substantive post vacant and redesign the roles of the remainder of the team. Work within this part of the portfolio was successfully managed, and deletion of the post will mean reinstatement of those arrangements pending a wider review.</p>								
<b>IMPLICATIONS TO CONSIDER</b>								
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
No further implications to consider.								
<b>EQUALITIES SCREENING</b>								
<b>TRIGGER QUESTIONS</b>	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
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							
<b>CHANGES TO A SERVICE</b>								
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							
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?	Yes	Staffing reorganisation will be undertaken in accordance with the Handling Organisational Change policy and will include a full impact assessment to ensure that equalities groups are not disproportionately affected						
Does the change involve a redesign of the roles of staff?	Yes							

<b>OPP TITLE:</b>		<b>Generating more income from council assets</b>						
<b>DIR:</b>	<b>D&amp;R</b>				<b>REF: DR008/16-17</b>			
<b>SERVICE:</b>	<b>Asset Management / Resources &amp; Economic Development</b>				<b>LEAD OFFICER: Chris Holme/ Ann Sutcliffe</b>			
<b>TEAM:</b>	As above				<b>THEMES:</b>	Lean: Service Re-Design and Consolidation		
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
	N/A	£ 50			£ 50			no
FTE Reductions					0			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
<p>There is an ongoing review of opportunities for income to be derived from the utilisation of Council assets for the provision of WiFi and mobile communications - in response to the Fairness Commission. The assumption was always that income derived would support the digital inclusion strategy. The £50k is small at this stage, representing a part-year income generation due to timescales re: development and procurement.</p>								
<b>IMPLICATIONS TO CONSIDER</b>								
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
No further implications to consider.								
<b>EQUALITIES SCREENING</b>								
<b>TRIGGER QUESTIONS</b>		<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>					
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						
<b>CHANGES TO A SERVICE</b>								
Does the change alter who is eligible for the service?		No						
Does the change alter access to the service?								
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						
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?		NO						
Does the change involve a redesign of the roles of staff?		NO						

<b>OPP TITLE:</b>	<b>Directorate transformation and efficiency programme</b>							
<b>DIR:</b>	D&R				REF: DR009/16-17			
<b>SERVICE:</b>	All				LEAD OFFICER: Chris Holme			
<b>TEAM:</b>	All				<b>THEMES:</b>	Lean: Service Re-Design and Consolidation		
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
		£ 50			£ 50			No
FTE Reductions					0			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
Targeted review of Directorate functions in conjunction with other Directorates, Agencies and Boroughs to consider alternative methods of service delivery, including consolidation, whole service people centred approaches to welfare / housing and employment interventions. etc.								
<b>IMPLICATIONS TO CONSIDER</b> including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
No further implications to consider.								
<b>EQUALITIES SCREENING</b>								
<b>TRIGGER QUESTIONS</b>	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
Does the change reduce resources available to address inequality?	No							
Does the change reduce resources available to support vulnerable residents?								
Does the change involve direct Impact on front line services?	No							
<b>CHANGES TO A SERVICE</b>								
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							
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?	Yes	The outcome of the review could lead to a reduction in staff in the later part of 2015-16 financial year but is not yet known						
Does the change involve a redesign of the roles of staff?	Yes	The outcome of the review could involve a redesign of the roles of staff but is not yet known						

# **Law, Probity and Governance Savings 2016/17**

<b>OPP TITLE:</b>		<b>Service Efficiency: Deletion of Vacant Post</b>						
<b>DIR:</b>	LPG					REF: LPG001/16-17		
<b>SERVICE:</b>	Communications					LEAD OFFICER: Kelly Powell		
<b>TEAM:</b>	Communications					<b>THEMES:</b>	Lean: Service Re-Design and Consolidation	
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
	£ 775	£ 45	£ -	£ -	£ 45	N/A	Yes	No
FTE Reductions 0					0			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
<p>Through closer working between Communications and Corporate Strategy and Equality and the establishment of a Service Manager post within Corporate Strategy and Equality with particular responsibility for engagement, we have identified efficiency savings which enable this vacant post to be deleted as a saving.</p>								
<b>IMPLICATIONS TO CONSIDER</b>								
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
<b>EQUALITIES SCREENING</b>								
<b>TRIGGER QUESTIONS</b>	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
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							
<b>CHANGES TO A SERVICE</b>								
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							
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?	No	The post has been vacant since it was established as part of a previous communications service restructure						
Does the change involve a redesign of the roles of staff?	No							

<b>OPP TITLE:</b>		<b>Review of external spend</b>							
<b>DIR:</b>		LPG				REF: LPG002/16-17			
<b>SERVICE:</b>		Corporate Strategy and Equality				LEAD OFFICER: Louise Russell			
<b>TEAM:</b>		One Tower Hamlets				<b>THEMES:</b>	Lean: Service Re-Design and Consolidation		
<b>SAVINGS OPPORTUNITY</b>		<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
		£ 360	£ 50			£ 50			Yes
FTE Reductions						0			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>									
The One Tower Hamlets service budget of approximately £360,000 is predominantly made up of third party payments to fund various projects, research, evaluation and events broadly around the One Tower Hamlets objectives.									
A number of contracts will be expiring during 2016/17 allowing us the opportunity to review existing spend and identify efficiencies. We envisage being able to identify £50k of savings for 16/17 from this budget.									
<b>IMPLICATIONS TO CONSIDER</b>									
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT									
<b>EQUALITIES SCREENING</b>									
<b>TRIGGER QUESTIONS</b>		<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
Does the change reduce resources available to address inequality?		Yes	The funding does fund some elements of support to promote groups with protected characteristics in relation to disability, sexuality, faith and race. A full equality impact will be required as part of the review to ensure that these groups are where possible protected.						
Does the change reduce resources available to support vulnerable residents?		Yes	Please see above						
Does the change involve direct Impact on front line services?		No							
<b>CHANGES TO A SERVICE</b>									
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	These are mainly third party payments. In re-specifying and re-commissioning we would have regard to this and to protected characteristics.						
Does the change involve local suppliers being affected?		Yes	Please see above - the reduction may impact on local suppliers						
Does the change affect the Third Sector?		Yes	Please see above - the reduction may impact on local suppliers						
Does the change affect Assets?		No							
<b>CHANGES TO STAFFING</b>									
Does the change involve a reduction in staff?		No	(staffing levels for those affected should be provided as well as equalities data)						
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**

Review of External Spend

### **1b) Service area**

Corporate Strategy and Equality, LPG

### **1c) Service manager**

Emily Fieran-Reed, Service Manager Cohesion Engagement and Commissioning

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

Leo Alexander Nicholas, Senior Strategy Policy and Performance Officer

## **Section 2: Information about changes to services**

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

The One Tower Hamlets service budget (£360,000) is predominantly made up of third party payments to fund various projects, research, evaluation and events broadly around the One Tower Hamlets objectives. This includes arts and events that promote

equality and cohesion and support to community forums.

There is an opportunity to review contracts and identify efficiencies which will enable savings in 2016/17. In addition, some of the budget is currently being used to fund one-off projects which will not be required on an ongoing basis. We envisage being able to identify £50k of savings for 16/17 from this budget.

This proposal met the criteria for public consultation:

Staff consultation feedback was limited: 4 responses, all positive about the proposal.

Resident feedback was also limited: 5 responses, 4 positive about the proposal.

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

The £50k identified is not currently earmarked for spend in 16/17. Some of the one off spend within this area consists of work to support the development of the Community Engagement and Voluntary and Community Sector strategies. As these strategies are due to be completed around the end of 15/16, there is no requirement for ongoing spend in these areas. A saving on the Healthwatch contract, generated through operational efficiencies has also contributed to the savings available. Finally, savings on other contracts relating to particular areas of equalities and cohesion have enabled the contracts to better focus on key areas of delivery whilst maintaining areas of achievement therefore these also contribute to savings.



### Section 3: Equality Impact Assessment

<b>Target Groups</b> What impact will the proposal have on specific groups of service users and staff?	<b>Impact – Positive or Adverse</b>	<b>Reason(s)</b> <ul style="list-style-type: none"> <li>Please add a narrative to justify your claims around impacts and,</li> <li>Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making</li> </ul>
Race	Neutral	This saving will have no impact on our ability to address equality as there will be no reduction in the resources allocated.
Disability	Neutral	This saving will have no impact on our ability to address equality as there will be no reduction in the resources allocated.
Gender	Neutral	This saving will have no impact on our ability to address equality as there will be no reduction in the resources allocated.
Gender Reassignment	Neutral	This saving will have no impact on our ability to address equality as there will be no reduction in the resources allocated.
Sexual Orientation	Neutral	This saving will have no impact on our ability to address equality as there will be no reduction in the resources allocated.
Religion or Belief	Neutral	This saving will have no impact on our ability to address equality as there will be no reduction in the resources allocated.

Age	Neutral	This saving will have no impact on our ability to address equality as there will be no reduction in the resources allocated.
Socio-economic	Neutral	This saving will have no impact on our ability to address equality as there will be no reduction in the resources allocated.
Marriage and Civil Partnerships.	Neutral	This saving will have no impact on our ability to address equality as there will be no reduction in the resources allocated.
Pregnancy and Maternity	Neutral	This saving will have no impact on our ability to address equality as there will be no reduction in the resources allocated.
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

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.

<b>OPP TITLE:</b>	<b>Reduction in children's court fees budget</b>							
<b>DIR:</b>	LPG					REF: LPG003/16-17		
<b>SERVICE:</b>	Legal Services					LEAD OFFICER: David Galpin		
<b>TEAM:</b>	Social Care					<b>THEMES:</b>	Lean: Service Re-Design and Consolidation	
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
	£ 225	£ 40			£ 40			
FTE Reductions	Nil							
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
<p>A reduction in court fees and tighter budget control should permit the budget for court fees in care proceedings cases to be reduced. The proposed saving of £40k is from the Children's Court Fees budget of £225k that sits within the Legal Services budget and covers the cost of issuing proceedings at court.</p> <p>In April 2014 the core court fees for care proceedings dropped from around £6k per case to £2,055 (plus incidental applications) and our numbers have also dropped slightly. The budget underspent last year and is on track to underspend in the current year.</p>								
<b>IMPLICATIONS TO CONSIDER</b>								
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
<b>EQUALITIES SCREENING</b>								
<b>TRIGGER QUESTIONS</b>	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
Does the change reduce resources available to address inequality?	No							
Does the change reduce resources available to support vulnerable residents?	Yes	There will be a lower amount available to enable care proceedings to be brought to safeguard children, but the reduced amount should be adequate.						
Does the change involve direct Impact on front line services?	Yes	There will be a lower amount available to enable care proceedings to be brought to safeguard children, but the reduced amount should be adequate.						
<b>CHANGES TO A SERVICE</b>								
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							
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?	No							
Does the change involve a redesign of the roles of staff?	No							

<b>OPP TITLE:</b>	<b>Increase external income from Legal Services</b>							
<b>DIR:</b>	LPG				REF: LPG004/16-17			
<b>SERVICE:</b>	Legal Services				LEAD OFFICER: David Galpin			
<b>TEAM:</b>	All				<b>THEMES:</b>	Lean: Service Re-Design and Consolidation		
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
	£ 1,425	£ 25			£ 25			
FTE Reductions	Nil				0			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
The legal service has a stretched income target of £225K, in addition to the £1.2million of other income that it earns. The service has been pursuing efficiencies through better use of technology and should be able to add £25,000 to the existing stretch target.								
<b>IMPLICATIONS TO CONSIDER</b> including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
<b>EQUALITIES SCREENING</b>								
<b>TRIGGER QUESTIONS</b>	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
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							
<b>CHANGES TO A SERVICE</b>								
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							
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?	No							
Does the change involve a redesign of the roles of staff?	No							

OPP TITLE:		Deletion of Burial Subsidy Scheme						
DIR:	LPG					REF: LPG005/16-17		
SERVICE:	Democratic Services					LEAD OFFICER: John Williams		
TEAM:	Registration Service					THEMES:	Lean: Service Re-Design and Consolidation	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Net Savings 18/19 £000	Total Saving	Invest to Save 15/16	Start before Sep 2015	Is an EA Req?
Deletion of Burial Subsidy Scheme	£ 20	£ 20			£ 20			Yes
DETAILS OF SAVINGS OPPORTUNITY								
<p>The council established a burial subsidy scheme which provides for a payment of £225 to be made to a person responsible for arranging the burial of a deceased Tower Hamlets resident at one of three specified cemeteries. The scheme compensated residents for potential additional costs arising from the lack of any burial facility offered by the borough. Tower Hamlets has now leased a burial ground at Kemnal Park where it offers a subsidised burial facility to local residents. This has provided an opportunity to reconsider what financial support is provided to residents and to discontinue this additional subsidy as there is now alternative subsidised provision.</p> <p>There are also other schemes in place to support those less well-off with burial costs, specifically the government's funeral payment scheme for people on certain benefits which helps with funeral costs, including the cost of burial fees and rights to burial in a particular plot, cremation fees and other related funeral expenses. These schemes will be promoted to our residents to ensure they are aware of them.</p>								
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?	Yes	Yes, but service/subsidy will continue to be delivered via the new burial facility.						
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	New burial facility is managed by a contractor.						
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**

Deletion of Burial Subsidy Scheme

### **1b) Service area**

Democratic Services

### **1c) Service manager**

Catherine Sutton, Superintendent Registrar

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

Leo Alexander Nicholas, Senior Strategy Policy and Performance Officer

## **Section 2: Information about changes to services**

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

The council established a burial subsidy scheme which provides for a payment of £225 to be made to a person responsible for arranging the burial of a deceased Tower Hamlets resident at one of three specified cemeteries. The scheme compensated

residents for potential additional costs arising from the lack of any burial facility offered by the borough. Tower Hamlets has now leased a burial ground at Kemnal Park where it offers a subsidised burial facility to local residents. This has provided an opportunity to reconsider what financial support is provided to residents and to discontinue this additional subsidy as there is now alternative subsidised provision.

There are also other schemes in place to support those less well-off with burial costs, specifically the government's funeral payment scheme for people on certain benefits which helps with funeral costs, including the cost of burial fees and rights to burial in a particular plot, cremation fees and other related funeral expenses. These schemes will be promoted to our residents to ensure they are aware of them.

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

There are equality implications for the proposal. The new burial scheme offers Tower Hamlets residents a £360 subsidy which is greater than the £225 made available under the existing scheme. Additionally, the new burial ground at Kemnal Park offers multi faith burial sites and includes an area allocated to Muslim residents.

The services doesn't capture equalities data, however the new scheme, like the existing, is open to all residents who regardless of their protected characteristic.



### Section 3: Equality Impact Assessment

<b>Target Groups</b> What impact will the proposal have on specific groups of service users and staff?	<b>Impact – Positive or Adverse</b>	<b>Reason(s)</b> <ul style="list-style-type: none"> <li>Please add a narrative to justify your claims around impacts and,</li> <li>Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making</li> </ul>
Race	Neutral	This saving will have no impact on this protected characteristic and will be superseded by a new burial subsidy scheme which will be open to all residents.
Disability	Neutral	This saving will have no impact on this protected characteristic and will be superseded by a new burial subsidy scheme which will be open to all residents.
Gender	Neutral	This saving will have no impact on this protected characteristic and will be superseded by a new burial subsidy scheme which will be open to all residents.
Gender Reassignment	Neutral	This saving will have no impact on this protected characteristic and will be superseded by a new burial subsidy scheme which will be open to all residents.
Sexual Orientation	Neutral	This saving will have no impact on this protected characteristic and will be superseded by a new burial subsidy scheme which will be open to all residents.
Religion or Belief	Neutral	This saving will have no impact on this protected characteristic and will be superseded by a new burial subsidy scheme which will be open to all residents.

Age	Neutral	This saving will have no impact on this protected characteristic and will be superseded by a new burial subsidy scheme which will be open to all residents.
Socio-economic	Positive	The new burial scheme offers a larger subsidy for anybody who chooses to use the facilities.
Marriage and Civil Partnerships.	Neutral	This saving will have no impact on our ability to address equality as there will be no reduction in the resources allocated.
Pregnancy and Maternity	Neutral	This saving will have no impact on our ability to address equality as there will be no reduction in the resources allocated.
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

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.

# **Resources Savings 2016/17**

<b>OPP TITLE:</b>		<b>Downsizing of Contact Centre Management Team</b>						
<b>DIR:</b>	RES				REF: RES001/16-17			
<b>SERVICE:</b>	Customer Access				LEAD OFFICER: Keith Paulin			
<b>TEAM:</b>	Tower Hamlets Contact Centre				<b>THEMES:</b>	Lean: Downsizing Teams		
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
Flexible Retirement (Post number F030500003)	£ 48	£ 19	£ -	£ -	£ 19	N	No	No
FTE Reductions		0.4			0.4			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
<p>Reductions in Tower Hamlets Contact Centre staffing as part of 15/16 savings have reduced the workload for the Contact Centre Management Team. One of the four Team Leaders has requested Flexible Retirement and a reduction in hours from 35 to 21. This was agreed by People Board on 12/8/15.</p>								
<b>IMPLICATIONS TO CONSIDER</b>								
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
No further implications to consider.								
<b>EQUALITIES SCREENING</b>								
<b>TRIGGER QUESTIONS</b>	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
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							
<b>CHANGES TO A SERVICE</b>								
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							
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?	No	Staffng numbers including staff/manager ratios will be unaffected.						
Does the change involve a redesign of the roles of staff?	No							

<b>OPP TITLE:</b>		<b>Corporate Finance Staffing - process savings</b>						
<b>DIR:</b>	RES				REF: RES002/16-17			
<b>SERVICE:</b>	Finance and Procurement				LEAD OFFICER: Barry Scarr			
<b>TEAM:</b>	Central Accounting and Systems				<b>THEMES:</b>	Lean: Downsizing Teams		
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
	£ 3,000	£ 100			£ 100	N	No	Yes
FTE Reductions		2			2			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
<p>As the Systems Team has bedded in and process efficiencies are now being achieved, fewer staff are needed to deliver the service. The Team can cope with one less member of staff from 1 April onwards. Similarly the amalgamation of the Operations Team with the Central Accounting Team has created opportunities for efficiency and staff progression that will allow a member of staff to be released via voluntary redundancy.</p>								
<b>IMPLICATIONS TO CONSIDER</b>								
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
No further implications to consider.								
<b>EQUALITIES SCREENING</b>								
<b>TRIGGER QUESTIONS</b>	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
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							
<b>CHANGES TO A SERVICE</b>								
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							
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?	Yes	(staffing levels for those affected should be provided as well as equalities data)						
Does the change involve a redesign of the roles of staff?	Yes							

<b>OPP TITLE:</b>		<b>Partnership delivery of employment programmes</b>						
<b>DIR:</b>		RES			REF: RES003/16-17			
<b>SERVICE:</b>		HR and WD			LEAD OFFICER: Simon Kilbey			
<b>TEAM:</b>		Strategy			THEMES:		Delivering Differently	
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
	£ 737	£ 150			£ 150	N	No	Yes
FTE Reductions	0				0			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
<p>The central workforce to reflect the community budget is currently used to fund the following 4 entry level programmes which provide Tower Hamlets residents with training and work experience opportunities within the council.</p> <ol style="list-style-type: none"> <li>1. Leaving care traineeship (£41k for 10 people)</li> <li>2. Leaving care internship (£38k for 10 people)</li> <li>3. Pre-apprenticeship programme for disabled people (£75k for 20 people) and</li> <li>4. Corporately funded apprenticeship programme (£498k for 30 people).</li> </ol> <p>A further 20 apprenticeship placements are recruited and funded through directorate budgets (totalling £356k).</p> <p>Currently all trainees are paid through council budgets and all placements are within council departments. This proposal will develop a partnership arrangement with local private businesses and third sector organisations where trainees will spend part of their work placement within these organisations and costs will be shared. The saving would be generated from a reduction in the council's contribution to the total salary cost of each apprentice and will still allow us to continue to provide opportunities to the same number of participants each year.</p> <p>A number of recruitment agencies with current working arrangements with the council have already indicated that they would consider employing an apprentice through a partnership scheme. The council's key contractors would also be approached to discuss apprenticeship options along with schools and Tower Hamlets Homes. The proposal will be developed in conjunction with Skillsmatch and will include the local business forum and voluntary organisations to gain access to a wider network of local business and third sector groups.</p> <p>In addition to grants already offered to small businesses from the National Apprenticeship Service to support apprenticeship schemes, partner organisations will be supported through training resources already in place within the council. This should help to secure the buy-in of a number of local businesses and enable the development of the scheme as a partnership approach.</p>								
<b>IMPLICATIONS TO CONSIDER</b> including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
<p>The development of the future programme will be in conjunction with Skillsmatch, Jobcentre Plus and the Skills Funding Agency in order to maximise the level of external funding available in this area. Development will also need to take account of the Mayor's manifesto pledge to provide more local jobs and apprenticeships and to working with the City to create a Mayor's apprenticeship grant. Consideration will need to be given to the commitment to pay London Living Wage and a salary top up contribution may be required as part of the programme for the period of employment with partner organisations. This would require Legal and Finance consideration to ensure a robust model of programme delivery.</p>								
<b>EQUALITIES SCREENING</b>								
<b>TRIGGER QUESTIONS</b>		<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>					
Does the change reduce resources available to address inequality?		No						
Does the change reduce resources available to support vulnerable residents?		Yes	The leaving care traineeship and internship and the pre-apprenticeship programme provide pre-employment support for vulnerable residents. These schemes would not be stopped, rather they would be updated to provide additional support and employment options within a range of sectors, increasing the skills, experience and opportunities of the participants.					
Does the change involve direct Impact on front line services?		No						
<b>CHANGES TO A SERVICE</b>								
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	The programme would be delivered in partnership with local businesses and third sector organisations within the borough
Does the change involve local suppliers being affected?	No	
Does the change affect the Third Sector?	Yes	This would benefit the third sector as the programme would include work placement opportunities and apprenticeship schemes within this sector.
Does the change affect Assets?	No	
<b>CHANGES TO STAFFING</b>		
Does the change involve a reduction in staff?	No	(staffing levels for those affected should be provided as well as equalities data)
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**

Partnership Delivery of Employment Programmes

**1b) Service area**

Human Resources

**1c) Service manager**

Corinne Hargreaves

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

Corinne Hargreaves, Senior Manager, Strategy

## Section 2: Information about changes to services

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

The central workforce to reflect the community budget is currently used to fund the following 4 entry level programmes which provide Tower Hamlets residents with training and work experience opportunities within the council.

1. Leaving care traineeship (£41k for 10 people)
2. Leaving care internship (£38k for 10 people)
3. Pre-apprenticeship programme for disabled people (£75k for 20 people) and
4. Corporately funded apprenticeship programme (£498k for 30 people).

A further 20 apprenticeship placements are recruited and funded through directorate budgets (totalling £356k).

Currently all trainees are paid through council budgets and all placements are within council departments. This proposal will develop a partnership arrangement with local private businesses and third sector organisations where trainees will spend part of their work placement within these organisations and costs will be shared. The saving would be generated from a reduction in the council's contribution to the total salary cost of each apprentice and will still allow us to continue to provide opportunities to the same number of participants each year.

A number of recruitment agencies with current working arrangements with the council have already indicated that they would consider employing an apprentice through a partnership scheme. The council's key contractors would also be approached to discuss apprenticeship options along with schools and Tower Hamlets Homes. The proposal will be developed in conjunction with Skillsmatch and will include the local business forum and voluntary organisations to gain access to a wider network of local business and third sector groups.

In addition to grants already offered to small businesses from the National Apprenticeship Service to support apprenticeship schemes, partner organisations will be supported through training resources already in place within the council. This should help to secure the buy-in of a number of local businesses and enable the development of the scheme as a partnership approach.

**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).

In relation to the test of relevance questions, we know that this proposal will:

Change the resources available to support vulnerable residents  
Affect who will provide the service i.e. outside organisations  
Affect the third sector

The resources available to support vulnerable residents will not be reduced. The standard of training and support offered to participants of each employment programme will remain the same. Apprenticeships will be supported through a work placement with the council whilst completing the first stage of the training programme. Participants will also undertake a work placement with a local employer or third sector organisation. This will increase the level of skills and experience that participants will gain through the apprenticeship programme. This will also increase the opportunity for apprentices to gain permanent employment on completion of the programme. The Council workforce has reduced by c1000 people over the past 5 years and will need to reduce further over the coming years as budget reductions are implemented. This has reduced the ability for apprentices to secure employment with the council on completion of their training. The changes to the delivery model increases access to employment opportunities within several sectors, whilst providing experience and working knowledge of the public, private and third sectors.

The impact on the third sector and other organisations will be positive. Support will be provided to recruit and train an apprentice within these organisations in line with business needs. A salary supplement will be provided, where necessary, to top up the wage to the level at which the programme provides. This will enable those employers whom are only able to pay an apprenticeship the national apprenticeship rate to partake in the scheme.

Only 4 public and 5 staff responses were received on through consultation on this proposal. Most of the public responses and all of the staff responses identified that there are positive outcomes from this proposal.

As with all proposals, there is a risk that this could not be achieved if businesses do not engage with the programme. In this case the project would be reviewed and alternative options considered, for which the EA would need to be updated. It is likely that the savings proposal would be unachievable and that the existing programmes 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.

**There are no adverse impacts that have been identified from this proposal**

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"> <li>Please add a narrative to justify your claims around impacts and,</li> <li>Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making</li> </ul>
Race	Positive	Apprenticeships are open to all races. There is a higher proportion of Bangladeshi participants on apprenticeship schemes as the highest proportion of school leavers within the borough are Bangladeshi. The scheme will continue to engage the same number of participants each year, with the same entry requirements, whilst offering an enhanced programme.
Disability	Neutral	Apprenticeships are open to all abilities. The pre-apprenticeship programme, specifically aimed at young people with disabilities, will continue. This programme provides additional support to young people to enable them to apply for the

		apprenticeship scheme.
Gender	Neutral	Apprenticeships are open to all genders
Gender Reassignment	Neutral	Apprenticeships are open to all gender assignments
Sexual Orientation	Neutral	Apprenticeships are open to all sexual orientations
Religion or Belief	Neutral	Apprenticeships are open to all religions
Age	Positive	Apprenticeship schemes are open to 18-24 year olds. This will have a neutral impact as the scheme will continue to engage the same number of participants each year, with the same entry requirements, whilst offering an enhanced programme.
Socio-economic	Neutral	
Marriage and Civil Partnerships.	Neutral	
Pregnancy and Maternity	Neutral	
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

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 actual impact of these changes will be reviewed following completion of the first cohort of apprentices under the new scheme (Summer 2017). This will be evaluated by assessing the number of people who achieve their qualification and the outcome rate (number of people who secure employment or Level 3 training) against the current programme.

OPP TITLE:		Benefits Service Assessment						
DIR:	RES	REF: RES004/16-17						
SERVICE:	Benefits Service	LEAD OFFICER: Steve Hill						
TEAM:	Benefits - Assessment	THEMES:		Lean: Downsizing Teams				
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Net Savings 18/19 £000	Total Saving	Invest to Save 15/16	Start before Sep 2015	Is an EA Req?
	£ 30	£ 30			£ 30	N	No	No
FTE Reductions	1	1			1			
DETAILS OF SAVINGS OPPORTUNITY								
Reduction of one Senior Benefits Assessment Officer through voluntary redundancy with the workload picked up by utilising our existing Benefits Resilience Framework contract.								
IMPLICATIONS TO CONSIDER								
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
There should be no impact on the workload of other members of the team as the work will be delivered through the benefits resilience framework contract.								
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?								
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	(staffing levels for those affected should be provided as well as equalities data)						
Does the change involve a redesign of the roles of staff?	No							

<b>OPP TITLE:</b>		<b>ICT reduction through down-sizing of user base</b>						
<b>DIR:</b>	RES	REF: RES005/16-17					LEAD OFFICER: LEAD OFFICER: Sean Green	
<b>SERVICE:</b>	ICT	THEMES:					Better contract supplier management	
<b>TEAM:</b>	ICT							
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
	£ 9,600	£ 150			£ 150	N	No	No
FTE Reductions					0			
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
<p><b>Agilisys charge reduction through down-sizing of user base support.</b>  The Operational Service Agreement with Agilisys defined the number of ICT users covered by the annual support charges. The baseline number of users started at 5,250 in 2012. Our current ICT users number 4,482 (as at June 2015). The above sum of £150 k p.a. reduction is in addition to that already achieved in 15/16 (£21k p.a.).</p>								
<b>IMPLICATIONS TO CONSIDER</b> including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
This level of savings is deliverable as long as LBTH maintains current staff levels (or lower).								
<b>EQUALITIES SCREENING</b>								
<b>TRIGGER QUESTIONS</b>	<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>						
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							
<b>CHANGES TO A SERVICE</b>								
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							
<b>CHANGES TO STAFFING</b>								
Does the change involve a reduction in staff?	No	It is based on staff reductions already achieved in LBTH and if these are maintained as described above.						
Does the change involve a redesign of the roles of staff?	No							



OPP TITLE:		Better recovery of Court Costs						
DIR:	RES					REF: RES006/16-17		
SERVICE:	Revenue Services					LEAD OFFICER: Roger Jones		
TEAM:	Revenue Services					THEMES:	Income Optimisation	
SAVINGS OPPORTUNITY	BASE BUDGET £000	Net Savings 16/17 £000	Net Savings 17/18 £000	Net Savings 18/19 £000	Total Saving	Invest to Save 15/16	Start before Sep 2015	Is an EA Req?
	£ 956	£ 50			£ 50	N	No	Yes
FTE Reductions					0			
DETAILS OF SAVINGS OPPORTUNITY								
<p>The increase in income from court costs is a result of better collection. The court costs actual income has exceeded budgeted levels for 2015/16 due to better collection and increased volume.</p> <p>This is a budget adjustment rather than an increase in costs applied and the 2016/17 budget is being increased to reflect this.</p> <p>Court costs are payable by all council tax payers and ratepayers where payment has not been made as requested and the account has progressed through the enforcement process.</p> <p>The local council tax support scheme in place already protects vulnerable taxpayers who receive up to a 100% local discount. These cases will not be affected by the improved collection of court costs.</p>								
IMPLICATIONS TO CONSIDER								
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
No Further implications to consider.								
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?	Yes	The amount of costs collected in year is increasing						
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	(staffing levels for those affected should be provided as well as equalities data)						
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**

Better 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

The increase in income from court costs is a result of better collection. The court costs actual income has exceeded budgeted levels for 2015/16 due to better collection and increased volume.

This is a budget adjustment rather than an increase in costs applied and the 2016/17 budget is being increased to reflect additional income in the region of £50K

Court costs are payable by all council tax payers and ratepayers where payment has not been made as requested and the account has progressed through the enforcement process.

The local council tax support scheme in place already protects vulnerable taxpayers who receive up to a 100% local discount. These cases will not be affected by the improved collection of court costs.

### 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 improved collection of court 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.

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 October and November 2015. This savings opportunity was included as part of the consultation and in total

three people responded to questions relating to the proposed recovery of Court Costs. Two of the three responses were all supportive of the proposal, positive outcomes included saving money. Negative responses included even more of a financial burden on those who are having to pay court costs.

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.

There is however, a current government consultation on Improving efficiency of council tax collection particularly around the data sharing gateway which currently exists between HMRC and local authorities. This would enable the council to make direct deductions from salaries on predefined levels of income without the addition of any further fees or charges to the taxpayer. This would mean that debtors could spread the cost of paying arrears and would not have high levels of fees added that currently are being imposed by Enforcement Agents in the collection and enforcement process.

### 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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<b>Target Groups</b> What impact will the proposal have on specific groups of service users and staff?	<b>Impact – Positive or Adverse</b>	<b>Reason(s)</b> <ul style="list-style-type: none"> <li>Please add a narrative to justify your claims around impacts and,</li> <li>Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making</li> </ul>
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
<b>Increase the level of debt to the taxpayer</b>	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. Although we cannot hold equalities data on the Civica Open Revenues system, we are currently in consultation with Central Government on the proposal to extend data sharing powers with HMRC. This will help significantly with the collection process and help avoid imposing high levels of fees and charges through the use of alternative collection techniques.



<b>OPP TITLE:</b>		<b>Housing Benefit Overpayment Recovery</b>						
<b>DIR:</b>		RES				REF: RES007/16-17		
<b>SERVICE:</b>		Benefits Service				LEAD OFFICER: Steve Hill		
<b>TEAM:</b>		Housing Benefits				<b>THEMES:</b>		Income Optimisation
<b>SAVINGS OPPORTUNITY</b>	<b>BASE BUDGET £000</b>	<b>Net Savings 16/17 £000</b>	<b>Net Savings 17/18 £000</b>	<b>Net Savings 18/19 £000</b>	<b>Total Saving</b>	<b>Invest to Save 15/16</b>	<b>Start before Sep 2015</b>	<b>Is an EA Req?</b>
	£ 1,512	£ 126			£ 126	N	No	Yes
FTE Reductions								
<b>DETAILS OF SAVINGS OPPORTUNITY</b>								
Improved processes within the council mean that recovery of housing benefits overpayments is being carried out more effectively.								
Residents that have been overpaid have a legal duty to pay back any overpayments. This will not affect their statutory entitlements. Repayment plans will take into consideration their ability to repay and there should be no adverse impact on vulnerable residents.								
This will allow the council to reduce its level of bad debt provision and a review is being carried out to ascertain the correct level of provision required.								
It is anticipated that through better recovery and a reduction in bad debt provision a minimum saving of £126,000 is achievable. The review will confirm whether additional amounts can be realised.								
<b>IMPLICATIONS TO CONSIDER</b>								
including Risks, Audit, Financial, Communications, Legal, HR, Strategy, Procurement, ICT								
No further implications to consider.								
<b>EQUALITIES SCREENING</b>								
<b>TRIGGER QUESTIONS</b>		<b>YES/NO</b>	<b>IF YES - please provide further details on how this impacts on each equalities groups</b>					
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						
<b>CHANGES TO A SERVICE</b>								
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						
<b>CHANGES TO STAFFING</b>								
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**

Housing Benefit Over Payment Recovery

**1b) Service area**

Housing Benefits Service

**1c) Service manager**

Steve Hill

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

Ekbal Hussain – Finance Business Partner

## Section 2: Information about changes to services

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

Improved processes within the council mean that recovery of housing benefits overpayments is being carried out more effectively.

Residents that have been overpaid have a legal duty to pay back any overpayments. This will not affect their statutory entitlements. Repayment plans will take into consideration their ability to repay and there should be no adverse impact on vulnerable residents.

The saving will be achieved by reducing levels of bad debt provision and a review is being carried out to ascertain the correct level of provision required.

It is anticipated that through better recovery and a reduction in bad debt provision a minimum saving of £126,000 is achievable. The review will confirm whether additional amounts can be realised.

### 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 change will not:*

*Reduce the level of resources available to address inequality*

*Alter or change access to the service*

*Does not involve revenue raising by levying additional charges*

*Change who is eligible for a service*

*Change the provider of this service*

The council 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 October and November 2015. This savings opportunity was included as part of the consultation and in total sixteen people responded to questions relating to the proposed Housing Benefit Over Payment Recovery. 75% of the respondents

thought that there would not be a negative impact. Positive outcomes included saving money, holding people to account and using the process as a preventative measure to others. Negative responses included it is not peoples fault they have been overpaid and will face more hardship and increased level of debt.

Residents that have been overpaid have a legal duty to pay back any overpayments. This will not affect their statutory entitlements. Repayment plans will take into consideration their ability to repay and there should be no adverse impact on vulnerable residents.

### **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"> <li>Please add a narrative to justify your claims around impacts and,</li> <li>Please describe the analysis and interpretation of evidence to support your conclusion as this will inform members decision making</li> </ul>
Race	No Impact	The change that will release savings through budgetary adjustment as a consequence of improvements already made to our recovery processes.
Disability	No Impact	The change that will release savings is in effect a budgetary adjustment as a consequence of improvements already made to our recovery processes.
Gender	No Impact	The change that will release savings is in effect a budgetary adjustment as a consequence of improvements already made to our recovery processes.
Gender Reassignment	No Impact	The change that will release savings is in effect a budgetary adjustment as a consequence of improvements already made to our recovery processes.
Sexual Orientation	No Impact	The change that will release savings is in effect a budgetary adjustment as a consequence of improvements already made to our recovery processes.
Religion or Belief	No Impact	The change that will release savings is in effect a budgetary adjustment as a consequence of improvements already made to our recovery processes.
Age	No Impact	The change that will release savings is in effect a budgetary adjustment as a consequence of improvements already made to our recovery processes.
Socio-economic	No Impact	The change that will release savings is in effect a budgetary adjustment as a consequence of improvements already made to our recovery processes.
Marriage and	No Impact	The change that will release savings is in effect a budgetary adjustment as a consequence of

Civil Partnerships.		improvements already made to our recovery processes.
Pregnancy and Maternity	No Impact	The change that will release savings is in effect a budgetary adjustment as a consequence of improvements already made to our recovery processes.
Other	No Impact	The change that will release savings is in effect a budgetary adjustment as a consequence of improvements already made to our recovery processes.

**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	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.

Will be reviewed as part of monitoring the levels of overpayments and future recovery rates.

# **Appendix 5**

# **RESERVES AND BALANCES**



**General Reserves**

- 1.1 Local authorities are legally required to set a balanced budget and the chief finance officer has responsibility to report should serious problems arise (including in relation to the adequacy of reserves).
- 1.2 Under provisions introduced by the Local Government Act 2003, the level and use of reserves must be formally determined by the Council, informed by the judgement and advice of the chief finance officer. When calculating the budget requirement, the chief finance officer must report to Members on the adequacy of reserves. There are also now reserve powers for the Secretary of State to set a minimum level of reserves. External auditors are responsible for reviewing and reporting on financial standing but are not responsible for recommending a minimum level of reserves.
- 1.3 The Council needs to consider the establishment and maintenance of reserves as an integral part of its medium term financial planning. Reserves are held for three main purposes:
  - As a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of a general reserve.
  - As a contingency to cushion the impact of unexpected events or emergencies, including budget overspends – this also forms part of a general reserve.
  - To hold funds for specific purposes or to meet known or predicted liabilities – these are generally known as earmarked reserves. Schools' balances and insurance reserves are examples of these.
- 1.4 In order to assess the adequacy of general reserves, account needs to be taken of the strategic, operational and financial risks facing the authority. The level of general reserves is also just one of several related decisions in the formation of a medium term financial strategy and the budget for a particular year. Factors affecting judgements about reserves include the key financial assumptions underpinning the budget and an assessment of the Council's financial health, including:-
  - Overall financial standing (level of borrowing, Council Tax collection rates, auditors' judgements, etc.)
  - The track record in budget management.
  - Capacity to manage in-year budget pressures and savings.
  - The strength of financial information and reporting arrangements.
  - The external financial outlook.
- 1.5 There is, therefore, no 'correct' level of reserves. Furthermore, a particular level of reserves is not a reliable guide to the Council's financial health. It is quite possible for reserves to increase but for financial health to deteriorate, if for example, the authority's risk profile has changed. As a general rule of thumb, however, reserves need to be higher as financial risk increases, and may be allowed to become lower if risk reduces.
- 1.6 Financial reserves also have an important part to play in the overall management of risk. Councils with adequate reserves and sound financial health can embark on more

innovative programmes or approaches to service delivery, knowing that if the associated risks do materialise the Council has sufficient financial capacity to manage the impact. Conversely, Councils with inadequate reserves can either find it more difficult to introduce change, or in extreme cases can be forced to develop very high-risk service strategies simply in order to restore their financial health.

- 1.7 Despite a challenging savings programme in the current financial year, the authority is currently projecting to keep net expenditure within budget without the use of general fund reserves. As a consequence general reserves are projected to stand at £63.616m as at 31<sup>st</sup> March 2016. This represents a significant endorsement of the organisation's financial management arrangements.
- 1.8 This is further demonstrated through the on-going evaluation of the financial risks facing the Council and which is summarised in the attached Appendix 5.2. This shows that the medium to high risk financial pressures over and above those already built into the MTFP by way of specific budget provisions, require the Council to maintain general reserves at between £20m and £42.6m, with a recommended minimum level (representing a medium risk profile) of £20m.
- 1.9 As shown in Appendix 5.3, in order to smooth the impact of government grant reductions reserves will be utilised over the 4 year period 2016/17 to 2019/20. Over this period reserves will not fall below the range between 5% and 7.5% of the Council's gross expenditure (excluding schools and housing benefits) but will be higher than this to ensure there is sufficient room to manage risks.
- 1.10 Appendix 5.2 shows the movement in profile of risks since this time last year. The risk profile is broadly the same as last year although there is slightly more risk attributed to potential changes in economic conditions going forward. The Office for Budget Responsibility forecasts that public finances will be almost £27bn higher over the parliament than expected and this has allowed the government to deliver a more optimistic Autumn Statement and a slightly better than expected provisional settlement for Local Government. While the quantum of savings for the Council has not significantly changed, the period over which it needs to be delivered has been extended by an additional year. This position will need to be kept under constant review as any changes to the economic growth forecasts could quickly sharpen the impact on local government.
- 1.11 The Council is continuing to undertake a substantial change programme to deliver the savings required over the next four years. This will involve major remodelling of services, which will have up-front costs that the Council will need to control, and improvement projects will need to be delivered on time to avoid cost overruns and a shortfall in savings required to balance the budgets. These factors reinforce the need to maintain a solid financial position and earmarked resources be set aside to manage the risks involved.
- 1.12 Despite the forecast improvement to public finances, the Economic risk continues, manifesting itself primarily in low interest rates (which restrict the Council income from investments) and the possibility of low inflation. This has a number of potential effects for the Council;

- Lower than projected levels of inflation
- Lower than expected business rates
- A general reduction in debt recovery levels
- Lower than planned investment income
- Further reductions in Third Party Funding
- Further reductions in grant income
- Reductions in the level of income generated through fees and charges
- Increase in fraud

All of these factors have been taken into account in setting the level of reserves for 2016/17 and the medium term.

### **Opportunity Costs**

- 1.13 When a decision is made to set resources aside against risks, it is important to consider the opportunities that are foregone and to balance this against the risk. The allocation of resources to reserves temporarily denies the authority the opportunity to spend this money. It is therefore important that reserves are held at a level that takes account of risks and that the reserves strategy is neither reckless nor risk averse. However, the ability to set money aside in reserves allows the authority to plan with more certainty and thus to take more short term risks than it would do if, for example, it had no balances or reserves to fall back on. There is also a risk that if insufficient reserves are carried to ride out unforeseen circumstances, the Council may be forced into urgent action to deliver savings which is more likely to have an impact on front-line services and incur additional costs.

### **Insurance Reserve**

- 1.14 The Financial Outlook and Review identified continuing pressure on insurance costs to meet both higher numbers of claims payments and higher external insurance premiums. The Council self-insures a substantial proportion of its insurable risks and an external actuarial review of the level of internal insurance reserves is commissioned at regular intervals.
- 1.15 Contributions to the insurance reserve are made by all Directorates from their budgets based on their relative size, risk profile, and level of claims, representing the equivalent of a 'premium'.
- 1.16 The value of the Council's insurance reserve is projected to be £23.1m as at 31<sup>st</sup> March 2016. Following a review of the level of claims and existing potential liabilities, the level of contributions has been increased by £2.2m compared to last year.

### **Improvement and Efficiency Reserves**

- 1.17 The costs of implementing the Council's programme of efficiencies and improvements to deliver the substantial level of savings required will in itself be considerable. The Council has planned well and has established reserves to fund the necessary changes.

Although the total cost, at this stage, cannot be determined with any certainty it is not anticipated that it will be more than £9m over the next three years.

- 1.18 Costs may include, for example;
- investment in new technologies; and
  - cost of buying the Council out of existing contracts with suppliers.
- 1.19 The level of the reserve will be kept under review but, at this stage, it is not anticipated that further contributions will be required over the remainder of the planning period.
- 1.20 In addition to the Improvement & Efficiency Reserve the Council retains a **Severance Reserve** projected to have a balance of £11m as at 31<sup>st</sup> March 2016.

### **Parking Control Account**

- 1.21 The Parking Control Account (PCA) is ringfenced. The surplus can only be used for reinvestment within the service and for highways and transport initiatives. Tower Hamlets uses the surplus for a variety of measures relating to street works and transportation including to part fund the cost of the concessionary fares scheme which forms part of the Communities, Localities and Culture Directorate budget.

### **Schools' Reserves**

- 1.22 Schools' reserves represent unapplied revenue resources accumulated by schools with delegated spending authority. These totalled £34.0m at 31<sup>st</sup> March 2016. Schools' reserves are technically earmarked reserves of the Council but are controlled by schools and are not available to the Council for other purposes.

### **Capital Programme**

- 1.25. The Council receives monies under agreements entered into under Section 106 of the Town and Country Planning Act 1990. These agreements specify the purposes to which the monies can be applied. Unapplied sums are held in reserve until such time as they are applied.

### **Other Corporate and Service Specific Earmarked Reserves**

- 1.27 A number of earmarked reserves are held to meet specific service objectives or fund potential liabilities which do not qualify as provisions for accounting purposes. These are shown in the summary attached as Appendix 5.3. The principal ones provide for:-
- Balances of government grants which have been allocated for particular purposes but are being spent over more than one year.
  - The carry-over of budgetary underspends from one financial year to the next.

Use of these reserves is subject to specific Cabinet approval. The nature of these reserves means they are not generally available to support the Council's medium term financial strategy.

Risks	Budget Exposure	2016/17 Onwards	
		Medium Risk	High Risk
	£m	£m	£m
<b>General Economic Climate</b>			
Inflation	268		
Debt recovery	226		
Tax base	194		
Interest rates	5		
Fees and charges	30		
Grant funding (exc. ring fenced grants)	93		
Fraud	n/a		
		8.8	17.9
<b>Service Demand (inc. ring fenced grants)</b>			
Children's Services	150		
Adult Services	100		
Demographics	100		
Welfare Reform	n/a		
Public Health transfer	36		
		7.0	16.5
<b>Savings programme</b>			
Slippage and non-achievement of savings	17		
Cost of implementation	11		
		2.7	6.2
<b>Unidentified risks</b>	n/a	3.0	5.0
Risk and contingency provisions		-1.5	-3.0
<b>TOTAL RISK EVALUATION</b>		<b>20.0</b>	<b>42.6</b>

Projected Movement in Reserves April 2015 to March 2020

Appendix 5.3

	31/03/15	31/03/16	31/03/17	31/03/18	31/03/19	31/03/20
	£m	£m	£m	£m	£m	£m
<b>General Fund Reserve</b>	71.4	63.6	40.2	38.0	36.8	35.8
<b>Earmarked Reserves</b>						
<b>Corporate</b>						
Improvement & Efficiency	16.9	16.4	13.0	11.9	11.5	11.5
Severance	15.0	11.0	9.0	9.0	9.0	9.0
Finance Systems	2.5	2.2	1.7	1.0	0.5	0.5
ICT Refresh	1.5	1.1	0.8	0.4	0.0	0.0
Olympics	0.7	0.0	0.0	0.0	0.0	0.0
Children's Services Grants Management Reserve	1.3	1.3	1.3	1.3	1.3	1.3
Employment and other Corporate Initiatives	13.8	7.6	5.6	5.3	4.9	4.9
Other	3.5	1.2	1.2	1.2	1.2	1.2
<b>Service Specific</b>						
Adults' Service - Other	1.9	0.8	0.8	0.8	0.8	0.8
Childrens' Service - Other	2.2	0.1	0.0	0.0	0.0	0.0
Communities, Localities and Culture (CLC)	1.8	0.9	0.2	0.2	0.2	0.2
Development & Renewal (D & R) - Other	4.6	4.0	3.3	2.4	1.4	1.4
Homelessness - D & R	2.2	1.5	1.1	0.7	0.4	0.4
Law Probity & Governance (LPG) and Resources	0.6	0.6	0.6	0.5	0.5	0.5
Parking Control - (CLC)	1.9	1.9	1.9	1.9	1.9	1.9
<b>Revenue Reserves, Other</b>						
Insurance	23.1	23.1	23.1	23.1	23.1	23.1
Schools	36.0	34.0	32.0	30.0	28.0	28.0
Early Intervention	2.5	1.5	1.0	0.5	0.0	0.0
Housing Revenue Account	21.1	21.1	21.1	21.1	21.1	21.1
<b>Capital</b>	24.6	13.5	5.2	5.0	4.8	4.8
	<b>249.1</b>	<b>207.4</b>	<b>163.1</b>	<b>154.3</b>	<b>147.4</b>	<b>146.4</b>

# **Appendix 6**

# **SCHOOLS**

## SCHOOLS BUDGET 2015/16 and 2016/17

### INTRODUCTION

The text from this appendix is drawn from two reports which went to Schools Forum on 20<sup>th</sup> January 2016, amended to take account of their decisions.

Schools Forum agreed:

- 1) *The provision of £2.610m for pupil number growth contingency and the criteria for accessing it (Appendix 6.2) is agreed.*
- 2) *For Primary Schools (primary SF representatives only) that each of the following services individually should be de-delegated from the maintained schools budget:*
  - *Contingency (other than pupil number growth)*
  - *Behaviour support services*
  - *Support to underperforming ethnic minority groups (UPEG) and bilingual learners*
  - *Free school meals eligibility*
  - *Licences/subscriptions*
  - *Staff costs supply cover (Appendix 6.2)*
- 3) *For Secondary Schools (secondary SF representatives only) that each of the following services individually should be de-delegated from the maintained schools budget:*
  - *Contingency (other than pupil number growth)*
  - *Behaviour support services*
  - *Support to UPEG and bilingual learners*
  - *Free school meals eligibility*
  - *Licences/subscriptions*
  - *Staff costs supply cover (Appendix 6.2)*
- 4) *To support the approach outlined for Early Years (Section 6).*
- 5) *To support the approach outlined for High Needs Pupils (Section 7).*
- 6) *To support the approach outlined for Central Provision (Section 8).*
- 7) *The Local Safeguarding Children's Board (LSCB) contribution of £25k (Section 8.2).*
- 8) *The proposed change to the split site criteria (section 4.4).*

Further decisions on the Schools Budget for 2016/17 will be taken at their next meeting on 2<sup>nd</sup> March 2016.

### Text from Schools Budget 2015/16 Budget Update Report to Schools Forum

- 1.1. Schools Forum agreed the original budget for 2015/16 at the meeting in March 2015, this budget was based on estimated projections for final allocations in relation to 2 year old funding. The DfE confirmed the final allocation in July 2015 along with other small adjustments, these were presented and agreed by Schools Forum at the meeting in September 2015, **Table 1** represents the updated Budget for 2015/16.



**Table 1: Summary of Schools Budget 2015/16**

Component (all figures £'000s)	Revised DSG for 2015/16
1.0 ISB	270,784
1.1 De-delegated items	1,901
1.2 High Needs	38,712
1.3 Early Years	29,835
1.4 Central Provision	7,143
<b>Total Schools Budget</b>	<b>348,375</b>
1.7.1 DSG	-295,890
1.7.1 DSG 2 Year Old Estimate	-1,656
1.7.2 DSG b/f	-6,480
1.7.3 EFA Grants	-18,506
1.7.4 Local Authority Contribution	-3,818
1.7.5 Academy Recoupment	-22,025
<b>Total funding for Schools Budget</b>	<b>-348,375</b>
<b>Unallocated DSG</b>	<b>-1,698</b>

- 1.2. **Table 2** includes the latest budget monitoring position for 2015/16 at the end of November, this identifies that there is expected to be an underspend of £2.562m arising mainly from projected underspends in early years, central provision and de-delegated budgets, there is an overspend predicted presently in high needs pupils budgets. The forecast underspend means that a potential carry forward of £4.260m is currently predicted at the end of the year, this includes unallocated DSG in 2015/16 of £1.698m. The forecast underspend has increased by £965k from the figure reported to the forum in December mainly as a result of a reviewed forecast for Early Years, some more detail on the overall variance is provided below.

**Table 2: 2015/16 Budget monitoring position**

Component	Updated Schools Budget 2015/16 £'000	Forecast spend 2015/16 £'000	Forecast variance £'000
Individual Schools Budgets	270,784	270,784	
De-delegated items	1,901	1,510	-391
High Needs Budget	38,712	40,332	1,620
Early Years Budget	29,835	26,234	-3,601
Central Provision	7,143	6,953	-190
<b>Total</b>	<b>348,375</b>	<b>345,813</b>	<b>-2,562</b>
<b>Funded from</b>			
DSG	-297,546	-297,546	
DSG b/f	-6,480	-6,480	
EFA Post 16 Grant	-18,506	-18,506	
Local Authority Contribution	-3,818	-3,818	

EFA Recoupment (for Academies)	-22,025	-22,025	
<b>Total funding</b>	<b>-348,375</b>	<b>-348,375</b>	
<b>Net Forecast Position</b>		<b>-2,562</b>	<b>-2,562</b>
<b>Unallocated DSG 2015/16</b>	<b>1,698</b>		
<b>Potential c/f</b>	<b>4,260</b>		

## 2. INDIVIDUAL SCHOOLS BUDGETS

2.1. There are currently no variances forecast for the ISB budget.

## 3. HIGH NEEDS

3.1. There is currently a forecast overspend of £1.620m within High Needs mainly due to pressures which are expected for SEN support in the independent sector, there is a steady rise in the number of pupils with SEN needs and with statements or plans specifically. The number of pupils with more complex needs is increasing in parallel. Pupils with the most complex difficulties (often involving residential and medical provision) have needs which are unable to be met at maintained provision or academies and need to be placed with independent providers, the costs of the placements can often be in excess of £250k per pupil per year. The current projection is that the expenditure is likely to be around £1.4m more than the current budget provision.

3.2. Alternative Provision (AP) is also forecast to overspend by circa £218k, The current demand in AP is higher than anticipated in both numbers and the length of stay.

## 4. EARLY YEARS

4.1. The DSG block for Early Years will fluctuate during 2015/16, based on actual numbers of pupils on roll at termly censuses. Allocations for 2, 3 and 4 year olds will be made to individual settings (nursery schools, primary schools and private, voluntary and independent settings) on the basis of the numbers on roll in each termly census, too.

4.2. There is an overall underspend in Early Years of £3.601m which is a combination of a projected underspend of a revenue contribution to capital of £2m (on a budget of £2.5m) and underspends in other areas of the division including staffing and LA Day Nurseries.

## 5. CENTRAL PROVISION

5.1. Central Provision includes those services that Schools Forum have agreed should be funded through DSG as Combined Services, as well as

Admissions and Premature Retirement among others. It also includes the Pupil Growth fund which applies to all academies and maintained schools where planned / emergency expansions of admission numbers have been necessary. Most of this is usually committed after the October 2014 pupil census.

- 5.2. There is currently an underspend of £0.190m predicted across a number of areas within Central Provision.

## **6. DE-DELEGATED ITEMS**

- 6.1 An underspend of £0.391m is predicted for the contingencies budget within de-delegated items. This may change during the course of the year as more demands are placed on the budget.
- 6.2 In May when the new single-party government was formed the Secretary of State for Education very quickly indicated that there would be further change in school structures and accountability. Tower Hamlets Schools and the Council are currently undertaking work to explore options and structures to maintain partnership working in light of the current Education Bill which has been put before parliament.
- 6.3 In September Schools Forum were asked to note that £45k has currently been earmarked for consultancy resource (under the direction of the schools steering group) to undertake work in support of this workstream within the de-delegated contingency budget. This represents approximately 3 months of full-time consultancy cost, the LA will notify Schools forum if a request is made by the School Steering group for increased support which will lead to costs beyond £45k being incurred.

### **Text taken from Schools Budget 2016/17 Report**

#### **1. INTRODUCTION / SUMMARY**

- 1.1 The Dedicated Schools Grant (DSG) is a ring fenced grant of which the majority is used to fund individual school budgets. It also funds certain central services provided by the local authority such as Early Years (private and voluntary sector and maintained nurseries) and Special Educational Needs (SEN), including fees for out of borough pupils at independent special schools.

#### **School Funding for 2016/17**

- 1.2 There are minimal changes proposed to how local authorities can fund schools through their individual funding formulae. Former non recoupment academies (NRAs) were brought into local authorities' DSG schools block funding allocations in 2015/16. This was done by adding a cash amount to each local authority's 2015/16 DSG allocation to ensure they had sufficient funding to include the budgets for the NRAs within their overall funding.

- 1.3 For 2016/17 the Schools Block Unit of Funding (**SBUF**) is £6,982 per pupil, a reduction of around £24 per pupil. This is as a direct result of the funding allocated to Tower Hamlets former NRAs as this was lower per pupil than the funding generated from the SBUF for Tower Hamlets.
- 1.4 The Schools Funding Settlement for 2016/17 was announced on 17th December 2015. This report updates the financial position in light of the DfE's revenue funding announcement. It also proposes how the Schools Budget might look for 2016/17, taking account of:
- **Individual Schools Budgets.** Final decisions on the submission of the Primary and Secondary core formula for 2016/17 (the Authority Proforma Tool – due back to the DfE immediately after this meeting) and High Needs places (submitted to Education Funding Agency and but subject to their review);
  - **De-delegated Services.** Final decisions for 2016/17 on the issue of de-delegation for six services for primary and secondary sectors separately;
  - **Early Years.** Funding requirements for Early Years, both for 2016/17 and the growing expectations about expanding capacity for 2 year olds in the longer term;
  - **High Needs.** Funding requirements for High Needs pupils (including top-ups for LBTH schools), which have been reassessed, based on pressures which have emerged in this area;
  - **Central Provision.** Funding requirements for Central Provision which have largely been contained within existing resources.

## 2 SCHOOLS BUDGET 2016/17 - summary

- 2.1 Table 1 presents a high level view of the potential income and expenditure in the Schools Budget for 2016/17. This model has also been included in **Appendix 1** in detail.

**Table 1: Illustrative forecast of potential 2016/17 Schools Budget position**

<b>Future income</b>	<b>£'000</b>	<b>Future expenditure</b>	<b>£'000</b>
Dedicated Schools Grant 2016/17	323,859	Individual Schools Budget	273,145
Add c/f forecast 2015/16	4,260	De-delegated services (subject to SF decision)	1,794
Education Funding Agency 2015/16 (unchanged)	18,156	High Needs	38,790
		Early Years	25,730
		Central Provision	6,815
<b>Basic forecast of 2015/16 Schools Budget income</b>	<b>346,275</b>	<b>Basic forecast of 2015/16 Schools Budget expenditure</b>	<b>346,275</b>

- 2.2 The DfE are still to announce final figures for the High Needs Block. The Early Years Block changes term by term, based on actual pupil numbers. The Education Funding Agency Post 16 Grant has not yet been updated.

- 2.3 This suggests that, as expected, there is no headroom available for funding schools beyond the minimum funding guarantee. The next two sections of this report explain the details behind the income sources and then explain the assumptions behind the proposed expenditure plans.

### 3. SCHOOLS BUDGET 2016/17 – SOURCES OF INCOME

- 3.1 The DSG settlement on **17<sup>th</sup> December 2015** for the financial year 2016/17 is calculated in three blocks with some additions, the figures for 2016/17 for each block are set out below.

**Table 2: Components of Dedicated Schools Grant 2016/17, compared to 2015/16**

Block	2015/16	2016/17	Difference	Comment
Schools	252,369	256,896	4,527	615 additional pupils
High Needs	41,807	42,264	457	Share of the £95.5m nationally for High Needs
Early Years	24,646	24,646	0	EY to be update in January 2016 and January 2017 Census
Additions / Reductions	53	53	0	NQT Funding
<b>Total DSG</b>	<b>318,875</b>	<b>323,859</b>		

- 3.2 **Schools Block DSG** This has been confirmed as a cash flat per pupil settlement based upon the October 2015 census. The Minimum Funding Guarantee (MFG) is confirmed as minus 1.5% per pupil for 2016/17.
- 3.3 The above DSG figures will also be reduced for **academy recoupment**, currently estimated at £21.900m.
- 3.4 **High Needs** This is confirmed as cash settlements based upon previous spend. There are still some issues to be resolved for High Needs, such as any changes in planned places , including adjustments for Post 16 SEN.
- 3.5 Final figures for this block are not expected until March 2015 and this is one of the reasons that Schools Forum is not being asked to sign off the entire Schools Budget at this meeting.
- 3.6 **Early Years** This Block is based on the prevailing in-year pupil count each term, so the allocation can only be illustrative. It is based on the guaranteed £7,803.99 per pupil for however many pupils there are in each term. The indicative figures used in the announcement are based on **2,825** pupils, consistent with the January 2015 pupil census, which was the latest available data held by the DfE.
- 3.7 The figure also includes the indicative **early year's pupil premium of £575k** for 3 and 4 years old.

- 3.8 The funding for disadvantaged **two year olds** is also part of the early years block and based on the figures in January 2015 of **351 pupils FTE**, this is included in the table 2 above. The hourly rates for 2 year olds is £6.07, these were announced in October 2014 and remains the same for now.
- 3.9 **Additions and reductions.** This element now only has 1 component as per the table below.

**Table 3: Components of “Additions and Reductions” part of DSG 2015/16**

<b>Component</b>	<b>£m</b>
Newly Qualified Teacher funding	+£0.053m
<b>Total</b>	<b>£0.053m</b>

- 3.10 **EFA Post 16 Grant.** For planning purposes EFA Post 16 income and expenditure has been set at the revised 2015/16 levels (£18.156m). Figures for Post 16 will be confirmed by the DfE in the coming weeks.
- 3.11 **Pupil Premium** The pupil premium is to be continued in 2016/17.
- Primary pupils who are currently eligible for free school meals or have been eligible in the past six years (FSM ‘Ever 6’) will attract £1,320 and secondary FSM ‘Ever 6’ pupils will attract £935.
  - Looked-after children and eligible pupils who have been adopted from care or leaving care under a special guardianship or residence order will attract a premium of £1,900.
  - The service premium will be paid to schools at the rate of £300 per pupil.
- 3.12 As in previous years it is proposed that the DfE school by school figures (using January 2015 census data) will be used on the provisional allocation for each school and these allocations will be updated when the final allocation is received during the financial year (Summer 2016), Schools will be reminded that this is a budget allocation which requires prudent planning as changes will impact their budgets in 2016/17, following the release of the January 2016 census data for FSM Ever 6.

#### **4. 2016/17 - PRIMARY AND SECONDARY CORE BUDGETS**

- 4.1 Schools Forum endorsed the formula structure for primary and secondary core budgets (i.e. the Authority Proforma Tool or APT) that was submitted to the DfE in October 2015.
- 4.2 The EFA in December advised the LA that split site factor must have objective criteria which are clear enough to be applied in calculating academy budgets. They requested that further criteria be added to the existing one.
- 4.3 The existing criteria around this states that Schools operating on two definable and discrete sites, separated by a main thoroughfare, have clearly identifiable additional needs if they are to make adequate curriculum provision

for those two sites. The smaller site will attract an amount (£520) per pupil, based on the year groups mainly using that site.

4.4 The proposed change to the split site criteria, follows an exercise which looked at a range of criteria which other similar LA's are using, it is proposed that, in line with other local authorities, the following criteria be adopted for split sites:

- Schools must operate on two definable and discrete sites, separated by a main thoroughfare/ highway, and have clear identifiable additional needs and make adequate curriculum provision for those two sites.
- The split must be in excess of 200 metres apart from the main site as the crow flies.

If both of the above criteria are met the smaller site will attract an amount of £520 per pupil, based on the year groups mainly using that site.

4.5 As previously indicated, for most schools, budgets for 2016/17 will be settled at the Minimum Funding Guarantee level, (i.e. schools would receive their lump sum, their rates allocation and then all other funding would be protected at 98.5% of the per pupil equivalent for 2015/16). The current figures are reflective of these previous assumptions.

4.6 **Table 4** below provides an update on the figures provided in the provisional APT in October 2015. The DfE provided refreshed data in December 2015, the results of this are some minor changes to the pupil numbers and estimated rates bills for 2015/16 were also recalculated, nonetheless the impact remains the same; that the Minimum Funding Guarantee prevails.

**Table 4: Comparison of forecast requirement for core primary and secondary budgets with underlying funding available**

Minimum Funding Guarantee	£235.529m
Rates (Estimated 15/16)	4.792m
Lump Sum	£8.700m
<b>Funding requirement 2016/17</b>	<b>£249.020m</b>
<b>Explained by:</b>	
School Budget Shares (Primary and Secondary) 2015/16	£244.659m
Add increase in pupils	£4.361m
<b>Total before de-delegation</b>	<b>£249.020m</b>

4.7 Schools Forum is also required to approve the budget to be set aside for **pupil number growth**. In 2015/16, £2.86m was set aside for pupil number growth, the criteria agreed by Schools Forum in January 2015 is contained at **appendix 2**. So far during 2015/16, £2.23m has been committed of the total budget available.

4.8 For **2016/17**, the circumstances of individual schools have been reassessed. For growing schools the Local Authority is required to make provision to meet

basic need during the early years as these new education establishments build up their pupil numbers. Taking account of the known expansions, including the changes at Bow Secondary School, and the new free Schools / Academies, the requirement is **£2.610m** as per **Table 6**.

**Table 6: Estimated requirement for Growth Fund 2016/17**

Component of the Growth Fund	£m
Primary expansions 12 forms of entry	£0.762m
Secondary expansions 4 forms of entry	£0.468m
2 schools expanding by at least 2 fe	£0.356m
1 schools entitled to support for ICT / Facilities support, pending reaching a steady state	£0.306m
6 free / academy schools expanding	£0.718m
<b>Total</b>	<b>£2.610m</b>

- 4.9 Officers assess that this is an appropriate sum to earmark for Pupil Growth during 2016/17, but it is for Schools Forum to determine what level to set. **Appendix 2** sets out the existing policy for allocating pupil growth contingency, it is proposed this continues for 2016/17.

## 5. 2016/17 DE-DELEGATED SERVICES

- 5.1 Within the School Funding Regulations, there are a set of services which must be included in delegated budgets for Academies but which, subject to Schools Forum decision each year, could be de-delegated for maintained primary or secondary schools (separately). For 2016/17, Schools Forum decided that each of the six candidate services would be de-delegated for both primary and secondary maintained schools.
- 5.2 **Table 7** below sets out the financial values associated with each of the services.

**Table 7: Overall funding for the 6 candidate services for de-delegation 2016/17**

De-delegation services		Primary	Secondary	Total
Pupil Numbers (excluding academies)		21,025	12,345	33,370
Values	Unit value	£'000	£'000	£'000
Contingencies (other than pupil number growth)	£14.93	314	184	<b>498</b>
Free School Meals Eligibility	£3.86	81	48	<b>129</b>
Licences/ subscriptions	£0.80	17	10	<b>27</b>
Staff costs supply cover	£9.70	204	120	<b>324</b>
Support to underperforming ethnic minority groups and bilingual learners	£15.82	333	195	<b>528</b>
Behaviour support services	£8.70	183	107	<b>290</b>
	<b>£53.81</b>	<b>1,131</b>	<b>664</b>	<b>1,796</b>



- 5.3 Only the relevant primary and secondary governor and head-teacher representatives on Schools Forum may decide whether the funding for these services remains delegated or de-delegated, on a sector by sector, service by service basis. **Appendix 3** includes the details of each service.
- 5.4 The DfE have again negotiated a national agreement with the Copyright Licensing Association in respect of copyright licences for written material and music for all schools and academies. For 2016/17 the following licences have been agreed:
- Christian Copyright Licensing International (CCLI);
  - Copyright Licensing Agency (CLA);
  - Education Recording Agency (ERA);
  - Filmbank Distributions Ltd (for the PVSL);
  - Mechanical Copyright Protection Society (MCPS);
  - Motion Picture Licensing Company (MPLC);
  - Newspaper Licensing Authority (NLA);
  - Performing Rights Society (PRS);
  - Phonographic Performance Limited (PPL); and
  - Schools Printed Music Licence (SPML).
- 5.5 The **licences** above are charged to the DSG via a top-slice and managed centrally; this also includes all non-recoupment academies. A prudent provision of **£184,000** has been included within the draft budget at this stage.

## 6. 2015/16 - EARLY YEARS

- 6.1 The Early Years block largely funds the Early Years Single Funding Formula (EYSFF) which allocates funding to early years providers, including nursery classes within maintained schools and academies and PVI's for the provision of the free entitlement for 2, 3 and 4 year olds. The provisional allocation of funding is based on the January 2015 census and therefore includes no funding for increased take-up or demographic growth. The DSG settlement will be adjusted once the January 2016 early years census data has been verified.
- 6.2 Funding for disadvantaged two year olds will continue based on numbers of eligible children participating in early education as recorded in the relevant January 2016 census. Allocations will eventually be adjusted using the same approach as that used for three and four year olds, again, allocations will be adjusted in summer 2016
- 6.3 In October 2014 the DfE published funding rates for the early education entitlement for 2 year olds and the rate for Tower Hamlets has been confirmed as **£6.07** per hour.
- 6.4 The 2016/17 provisional **Early Years Block is £24.646m**, been earmarked in the proposed budget in **Table 2** earlier in this report and broken down as:

- a) The Early Years for 3 and 4 years old (**£22.046m**);
- b) The Early Years for 2 years old (**£2.025m**)
- c) The Early Years Pupil Premium, now a component of the DSG for 2016/17 (**£0.575m**).

6.5 In 2015/16 there is a contribution from the Council's general fund budget of £3.818m in respect to the Early Years Service, Schools Forum has been informed in previous meetings that this is proposed as a saving in the general fund for 2016/17 and therefore an adjustment has been made to reflect this change within the Early Years budget and in the funding for 2016/17. The current 2015/16 budget monitoring states that there is an expected underspend in a revenue contribution to capital at present of £2m on a budget of £2.5m. The revenue contribution to capital of £2m has been factored in to be carried forward so that it can be spent in 2016/17, this is specific resource for Early Years capital.

## 7. HIGH NEEDS BUDGETS

- 7.1 The High Needs Block covers expenditure on provision for pupils and students with high needs from ages 5 to 25 and support services for pupils covering early years provision to FE college provision. The responsibility to fund provision for students in FE colleges and Independent Specialist Providers (ISPs) up to the age of 25 years is a new responsibility for local authorities and funding was transferred in to DSG for 2013/14 to support this, based on previous learner numbers. The high needs block also covers the cost of alternative provision and hospital education services.
- 7.2 The allocation of the high needs block is based on agreed planned place numbers and historical spend rather than on specific school census data.
- 7.3 For 2016/17 the high needs block is made up of each local authority's total high needs block from 2015/16, adjusted to show each local authority's share of the national additional top-up funding of £92.5 million based on their proportion of the 2-19 aged population projections for 2016. Tower Hamlets share of this is **£0.457m**.
- 7.4 The funding requirements have to be based on the existing commitments for 2015/16 extrapolated for 2016/17, taking account of known leavers in the summer of 2015 and some provision for additional pupils during the year. The dynamics of these budgets can be volatile, so there has to be some prudence in assessing the requirements.
- 7.5 Submitted High Needs place numbers have not changed much between years, **Appendix 4** identifies that the overall change in places has seen an increase of 41 (from 1069 to 1110 in September 2016).
- 7.6 **Alternative Provision** (line 1.2.7 in **Appendix 1**). There are no significant changes to the structure of the budget; **Table 2** shows the estimated High Needs Block budget. Detailed work is ongoing to calculate the commitments

for 2016/17. Although we understand the services in more detail than previous years there are still high risk areas such as inclusion of more free schools top-ups, independent schools, and FE and ISPs and therefore there is a need monitor this area very closely.

## 8. 2014/15 – CENTRAL PROVISION

- 8.1 There is a change to the Central Provision budgets, which requires a decision by Schools Forum.
- 8.2 Local Safeguarding Children Boards (**LSCB**).(line 1.4.1) The statutory guidance for safeguarding “Working Together 2015,” requires a local Authority and partners to establish and fund a Local Children’s Safeguarding Board. The budget for the Board is set annually and contributions are made by all partners. Schools are partners and this is further clarified in the new guidance on safeguarding in schools “Keeping children safe in Education”. The key role of partners funding the LSCB is in holding all partners to account for discharging their safeguarding responsibilities, monitoring performance, promoting learning and development, training and ensuring that the partnership has proper procedures and policies. The LSCB chair asks the Schools Forum to make a **contribution of (£25k)**.
- 8.3 **Pupil Growth** (line 1.4.10 Appendix 1) Schools Forum is invited to endorse the plans for £2.610m being set aside, as explained in the section above on the primary and secondary budgets.
- 8.4 **Licences** (line 1.4.13 Appendix 1) this relates to the schedule of nationally procured licences and subscriptions that the DfE has negotiated. The Authority will receive a bill for a range of these providers on the basis of a per pupil amount for all the pupils (maintained and academy) in the local area. This provision is set aside to meet that cost, in line with the figures notified by the DfE.

## 9. NEXT STEPS

- 9.1 The Department for Education requires the final primary and secondary core formula to be submitted by 21<sup>st</sup> January 2016. Following this meeting of the Schools Forum, Tower Hamlets submission will be made.

## Draft DSG Budget 2016-17

DSG heading	DSG sub-heading	Budget 2015-16	Budget 2016-17	Comments SF Jan 16
1.3 Early Years	1.0.1a Nursery	21,923,969	20,500,000	These adjustments bring the Early Years components to the level of the EY Block only, the allocation for 2 Year Olds will be reassessed in March. For March 2015 SF need to: Assess realistic number of 2, 3 and 4 year olds in each setting.
1.0 ISB	1.0.1a Primary	136,936,640	137,881,407	Reflects final proposed APT submission, plus submitted place numbers for Specialist Resourced Provision (109) minus de-delegate
1.0 ISB	1.0.1b Secondary	126,986,912	128,287,295	Reflects final proposed APT submission, plus submitted place numbers for Specialist Resourced Provision (35) and the 2014/15 (i.e. not updated yet) EFA Grant for Post 16 minus De-delegate
1.0 ISB	1.0.1c PRU	2,000,200	2,000,000	PRU remains 200 @ now £10,000 each.
1.0 ISB	1.0.1c Special Schools	4,860,000	4,976,666	Reflects updated place numbers submitted to EFA in December 2015 (i.e. 5 mths 486, 7 mths 506 @ £10,000)
1.0 ISB	1.0.1g Pupil Premium	-	-	Nil net budget, as all funded by grant
1.1 De-delegated items	1.1.1 Contingencies	619,000	498,000	Final APT submission, pending final decisions by Schools Forum on de-delegation at Jan 16 meeting.
1.1 De-delegated items	1.1.2 Behaviour	287,000	290,000	Final APT submission, pending final decisions by Schools Forum on de-delegation at Jan 16 meeting.
1.1 De-delegated items	1.1.3 UPEG and bilingual	522,000	528,000	Final APT submission, pending final decisions by Schools Forum on de-delegation at Jan 16 meeting.
1.1 De-delegated items	1.1.4 FSM Eligibility	127,000	127,000	Final APT submission, pending final decisions by Schools Forum on de-delegation at Jan 16 meeting.
1.1 De-delegated items	1.1.7 Licences and Subs	26,000	27,000	Final APT submission, pending final decisions by Schools Forum on de-delegation at Jan 16 meeting.
1.1 De-delegated items	1.1.8 Staff costs	42,280	42,809	Final APT submission, pending final decisions by Schools Forum on de-delegation at Jan 16 meeting.
1.1 De-delegated items	1.1.9 Staff costs - facilities	277,720	281,191	Final APT submission, pending final decisions by Schools Forum on de-delegation at Jan 16 meeting.
1.2 High Needs	1.2.1 Top-up funding - maintained	22,899,000	22,818,500	Based on reassessment of mainstream top-ups for LBTH pupils, LBTH special school top-ups and out-borough special school top-ups. +£405k for EY
1.2 High Needs	1.2.2 Academies and Free Schools	1,725,000	1,725,000	Reflects the increase in academy/ free schs numbers principally; the entitlement for academies/ free schs is no different than for maintained schools for High Needs.
1.2 High Needs	1.2.3 Independent providers	6,250,000	6,250,000	After reassessment of independent special schools and other commitments
1.2 High Needs	1.2.5 SEN Support Services	4,399,000	4,800,000	Includes £0.637m for outreach and £60k for inreach in special schools to be reassessed+ increase in HN of £457k
1.2 High Needs	1.2.6 Hospital Education	460,000	460,000	No change because submitted places for Hospital Tuition is 40 @ £11,500.
1.2 High Needs	1.2.7 Other AP provision	2,789,800	2,647,953	Reflects the numbers of PRU pupils requiring individual support plus further City Gateway placements costs .
1.2 High Needs	1.2.8 Support for Inclusion	50,000	50,000	No change
1.2 High Needs	1.2.9 Special Schools and PRUs in financial difficulty	100,000	-	reduce to nil
1.2 High Needs	1.2.10 PFI and BSF costs at special schools	39,000	39,000	Updated to reflect actual indexation for 2016/17 PFI subsidy.
1.2 High Needs	1.2.11 Direct Payments (SEN and disability)	-	-	No change
1.2 High Needs	1.2.12 Carbon reduction (PRU)	-	-	No change
1.3 Early Years	1.3.1 Central Expenditure on Under 5	7,911,098	5,230,179	See comment in 1.0.1 above. Further work needed for the 2 years old allocation and allocation of 3 and 4 year old Pupil premium
1.4 Central Provision	1.4.1 Combined budgets	1,690,000	1,665,000	savings of £25k and inclusion of <b>LSCB contrubition £25K</b>
1.4 Central Provision	1.4.2 Admissions	755,000	699,000	savings reduce costs £30k
1.4 Central Provision	1.4.3 Schools Forum	30,000	30,000	No change
1.4 Central Provision	1.4.4 Termination costs	1,117,000	1,117,000	No change
1.4 Central Provision	1.4.8 Fees to ISS (Not SEN)	510,000	510,000	Updated to reflect schedule of anticipated costs referred to in the main report.
1.4 Central Provision	1.4.10 Pupil growth/ Infant class sizes	2,866,000	2,610,000	Revised Growth Fund SF will need to approve this budget specifically.
1.4 Central Provision	1.4.12 Exceptions agreed by Secretary of State	-	-	Nil
1.4 Central Provision	1.4.13 Other items(Dfe licences)	175,000	184,000	Increase to reflect the larger number of individual licences been negotiated by the DfE.
<b>Total Schools Budget</b>	<b>Expenditure 2016-17</b>	<b>348,374,619</b>	<b>346,275,000</b>	
1.7 Funding Source	1.7.1 DSG	- 299,046,001	- 301,959,000	
1.7 Funding Source	1.7.2 DSG b/f	- 6,480,000	- 4,260,000	
1.7 Funding Source	1.7.3 EFA Grants	- 18,506,000	- 18,156,000	
1.7 Funding Source	1.7.4 LA Additional Contribution	- 3,818,000	-	
1.7 Funding Source	1.7.5 Academy Recoupment	- 20,525,000	- 21,900,000	
<b>Total Schools Budget</b>	<b>Income 2016-17</b>	<b>- 348,375,001</b>	<b>- 346,275,000</b>	

1.7 unallocated Reserves	1.7.6 Unallocated Reserves 2015-16	-	1,698,000	-
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<b>Schools Forum Summary</b>		<b>2015-16</b>	<b>2016-17</b>
1.0 ISB		270,784	273,145
1.1 De-delegated items		1,901	1,794
1.2 High Needs		38,712	38,790
1.3 Early Years		29,835	25,730
1.4 Central Provision		7,143	6,815
Total Schools Budget	<b>Expenditure 2016-17</b>	<b>348,375</b>	<b>346,275</b>
1.7.1 DSG		-299,046	-301,959
1.7.2 DSG b/f		-6,480	-4,260
1.7.3 EFA Grants		-18,506	-18,156
1.7.4 Local Authority Contribution		-3,818	
1.7.5 Academy Recoupment		-20,525	-21,900
Total funding	<b>Income 2016-17</b>	<b>-348,375</b>	<b>-346,275</b>

1.7.6 unallocated Reserves	1.7.6 unallocated reserves		-1,698	
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**Appendix 2****Criteria for Schools Accessing Pupil Growth Contingency**

The criteria that will be used and applied to allocate funding to schools under Tower Hamlets Council, Education, Social Care & Wellbeing Growth Policy.

In particular funding will be allocated on four criteria.

a) Where there are planned permanent expansions (i.e. the school's admission and the building capacity has been permanently increased specifically to meet additional pupil number growth) the contingency fund will meet the cost of any additional pupils on the October or January census date, compared to the previous admission number for that year group. For instance, a school that already started to move from 2 forms of entry (60 places) to 3 forms of entry (90 places), may have actual pupil numbers in Year 2 of 85, in the first year that the expansion affects Year 2. If there were 85 pupils on the October census, the school would get  $((85-60) \times \text{AWPU} \times 7/12)$  or  $3/12$  for a January start. A minimum 20 pupils per class (or 10 for  $\frac{1}{2}$  a form entry) is calculated to ensure both staffing and teaching resources are covered for this provision i.e. a class of 30 pupils that has only 19 pupils at the October or January census date would be entitled to  $20 \times 7/12\text{ths} \times \text{AWPU}$  rate. These arrangements apply for only the first year that any new admission places for a year-group are offered.

b) Where there is only a temporary one-off expansion in a single year group (bulge class), the maintained school or Academy will receive an extra £200 per pupil towards the cost of additional resources over and above the AWPU. These arrangements apply for only the year of opening of the class.

c) Where planned expansion of the maintained school or Academy is by at least 2 forms of entry, the Local Authority will provide additional Leadership and Management funding worth £40,000 per year over the first three financial years in recognition of the increase in management costs associated with significant expansion. (Year 1 of this funding is the school year before opening if that is agreed by the school and LA – i.e. to reflect the planning ahead requirement for the change).

d) Permanent expansions are generally implemented over time by admitting the additional pupils at Reception or Year 7 only until the additional capacity fills. Where a school has specific facilities management or ICT contract arrangements which provide services as though an expanding school were full, the contingency fund will provide proportionate support for individual schools on the basis of the year groups which are operating below full capacity. For instance, a four form of entry school offering 5 year groups is expanding to a five form of entry school. Before the expansion, there were 600 places available in total and, after the expansion there will be 750 places in total. In the first year after the expansion, however, there will be  $(150 \times 4 + 30) = 630$  places with 120 unfilled places. The contingency fund would pay for  $120/750\text{ths}$  of the annual cost of those contracts.

## APPENDIX 3

**De-delegation- business cases for schools forum**

At budget setting time each year, Schools Forum will be asked to approve the de-delegation of funding for centrally provided support in the following areas.

1. School Specific Contingency
2. Free School Meal Eligibility Assessment
3. Licences and Subscriptions
4. Staff Supply Costs
5. Ethnic Minority Attainment
6. Behaviour Support

De-delegation will be based on a per pupil formula which is considered to be a fair way of accounting for the size of the school and its budget. On this basis, for each item we have provided figures on the overall expenditure and the per pupil rate.

These figures are **PROVISIONAL**, based on the number of maintained schools currently and the prevailing rates for 2015/16. **Final figures will be presented to Schools Forum in January 2016 for a final decision** on each of the six services by primary school representatives and secondary school representatives on whether de-delegation should apply for 2016/17.

<b>1. Schools Specific Contingency</b>
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£3.347m in total of which:

- Amount requested: £487k expected to be sought as de-delegation and
- £2.860m provisionally expected to be automatically retained by the Local Authority for in-year pupil growth, but officers are reassessing this for Schools Forum in January 2015.
- These figures need to be assessed nearer the start of 2015/16 financial year to take account of the particular circumstances envisaged for that year.

Per pupil amount: **£14.93**

The table below shows what is funded by this money

Item	Amount (£k)
<p><b>Schools Block Contingencies' Include:</b></p> <p>i. Exceptional unforeseen costs which it would be unreasonable to expect governing bodies to meet;</p> <p>ii. Schools in financial difficulty; and,</p> <p>iii. Additional costs relating to new, reorganised or closing schools.</p>	487

***What is provided?***

The contingency fund provides for unforeseen expenses in schools during the year. This can include, for example, significant unforeseen and urgent maintenance expenditure (eg asbestos removal; roof repair) and litigation including compensation claims. The contingency also allows funding for significant pupil growth with in the year, but that element will be automatically retained, without de-delegation.

***Why de-delegate***

There are a range of possible scenarios that can give rise to unforeseen costs in schools. Without a central fund, individual schools facing an unforeseen significant cost may find themselves unable to operate within their delegated budgets. Individual schools may not by themselves be able to build up sufficient contingency to cover this.



<b>2. Free school meals eligibility assessment</b>
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Amount requested: £126k

Per pupil rate: **£3.86**

The table below shows what is funded by this money:

<b>Item</b>	<b>Amount (£k)</b>
SLA with the Council's Housing Benefit Service / New scheme of checking eligibility via the Department for Education's (DfE) Eligibility Checking Service (ECS).	£126

***What does the service provide?***

The service assesses pupils' eligibility for free school meals, either as part of the Housing and Council Tax Benefit claim process or on referral from schools/ other agencies. The service notifies individual schools on a regular basis of their pupils' eligibility. The service also conducts take up campaigns on behalf of schools. In 2016/17 the process for checking eligibility will gradually migrate to a new system of checking eligibility using the DfE's eligibility checking service. The outcome from a review of the system was endorsed by School's Forum in their meeting on 30<sup>th</sup> September 2015. The current system and the new system will run in parallel for a period of time during 2016/17 with a gradual migration to the new scheme. The cost of de-delegation will be maintained within the amount of £126k.

***Why de-delegate?***

Providing this service centrally, as part of a service that specialises in assessing benefit entitlement, means that efficiencies can be gained by direct access to DWP information about claimants' entitlement. In addition, the process is integrated with housing and council tax benefit claims, reducing the burden for claimants. Administration at individual school level would be burdensome as entitlement checking would have to be done manually (by paper copies of claimants' entitlement.) Resources can also be used to run effective campaigns resulting in increased take up, the move to a new system will provide more efficiencies and should ensure that Pupil Premium is being maximised.

Note:

### 3. Licences and Subscriptions

Amount requested: £26k

Per pupil rate: **£0.80**

The table below shows how this funding is used:

Item	Amount (£k)
ALPS (data analysis tool for secondary attainment) CLEAPS – To cover schools from nursery to sixth form – Health & Safety and curriculum support. British Pathé – provides schools with access to archive material which the British Pathé owns including footage of major 20th century events.	26

#### ***What does the service provide?***

A number of licenses/ subscriptions are purchased centrally on behalf of schools as set out in the table above.

The DfE have negotiated a national agreement for the following Licences:

- Christian Copyright Licensing International (CCLI) (**new for 15-16**);
- Copyright Licensing Agency (CLA);
- Education Recording Agency (ERA);
- Filmbank Distributions Ltd (for the PVSL);
- Mechanical Copyright Protection Society (MCPS) (**new for 15-16**);
- Motion Picture Licensing Company (MPLC);
- Newspaper Licensing Authority (NLA);
- Performing Rights Society (PRS) (**new for 15-16**);
- Phonographic Performance Limited (PPL) (**new for 15-16**); and
- Schools Printed Music Licence (SPML).

This means that the authority will be able to hold funding for all maintained schools and academies and pay the DfE for that service. So, schools will no longer be required to maintain individual licenses and, £185k has been deducted from the overall total to arrive at the figures above.

#### ***Why de-delegate***

Purchasing and managing licenses and subscriptions centrally offers significant efficiency benefits from the Council administering the licenses centrally and discounts if buying on behalf of all schools. This also ensures that schools meet all legal requirements, particularly in relation to the use of recorded media as part of their curriculum.

#### 4. Staff Supply cover

Amount requested: £317k

Per pupil rate: **£9.70**

The table below shows what is funded by this money:

Item	Amount (£k)
Backfill cover for Trade Union (TU) facilities time	187
Cost of non-teaching trades union facilities time	81
Salary protections	8
Supply cover for staff suspended due to police investigations	41
<b>Total</b>	<b>317</b>

#### ***What does the service provide?***

The TU Facilities Agreement ensures that representatives are available to enable Schools to participate in collective bargaining and consultation processes. TU Reps also accompany staff to formal meetings in accordance with an employee's statutory right which enables Schools to progress formal actions under HR Procedures.

The salary protections budget is a small budget to cover the costs of historic agreements to protect the salaries of some staff.

The rest of the budget is to cover schools for the cost of supply cover in the event that a member of staff is suspended pending police investigations.

#### ***Why de-delegate?***

Holding these budgets centrally enables schools to share the costs of supply cover to support the Tu facilities time agreement, and ensures that individual schools who employ shop stewards are not disadvantaged. Maintaining budgets for supply cover and salary protections for other circumstances ensures that individual schools are protected against the risk of unforeseen costs in these areas that may arise during the year.

<b>5. Ethnic Minority Attainment</b>
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Amount requested: £517k

Per pupil rate: **£15.82**

The table below shows how this funding is used.

<b>Item</b>	<b>Amount (£k)</b>
Staffing (school improvement team) 1.2 staffing specialist support yr 7-11 ; transition work yr 5-7 ; 3 staff post 16 1 administrator , NQTs and Home education	241
Provision of specific interventions (eg one to one tuition, WUK projects, post 16 interventions , international links- see below)	159
Overheads (office premises, support services etc)	117
<b>Total</b>	<b>517</b>

***What does the service provide?***

The school improvement team provides support for schools across phases in providing effective learning for pupils from ethnic minorities and/ or with English as an additional language. This includes specialist expertise in relation to meeting the needs of specific ethnic groups (eg traveller communities, White British, Bangladeshi, Somali.) The support provided includes diagnosing the individual learning needs of pupils from under achieving groups and working with teachers in schools to put in place effective intervention strategies. The service also provides a specialist advice service to schools for working with particular ethnic minorities. Direct interventions are also supported for some pupils with particularly high need, for example, one to one literacy tuition, Academic English. Support for literacy in the context of the examinations reforms 2015-19.

***Why de-delegate?***

De-delegation of funding to support a central service gives all schools access to this support and helps them to manage fluctuations and demands of cohorts from year to year. It would be challenging for individual schools to themselves provide this specialist expertise given the changing cohorts of pupils, and without central support schools would need to commission more expensive external consultancy. Such support also brings together expertise from across the schools to share expertise and experience in the field. This support has proven effective as there has been considerable uplift in English and mathematics outcomes, particularly in the last three years (now above national averages). Without the focus on raising attainment particularly in English and mathematics there is detrimental effect to other subjects. The subsequent rise in English and mathematics results has also increased the gold standard 5A\*-C with English and mathematics measure which is also above the national average. Tower Hamlets has the highest proportion of ethnic minority students in the country combined with the highest demand for FSM. It is a volatile, ever changing community where literacy and numeracy requires constant attention. There is always fragility in inner city schools with staff change-over and changing cohorts. Sustained, evolving support can only benefit the whole education community.

<b>6. Behaviour Support</b>
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Amount requested: £287k

Per pupil rate: **£8.70**

The table below shows what is funded by this money:

Item	Amount (£k)
*Staffing (Behaviour Support Team) 2fte for specialist teaching staff	125K
*0.5 Bilingual Community Development Officer for specialist parenting support	23.5K
*0.4fte Teenage Pregnancy Support + resources	25K + 2K resources
*0.5fte Anti-Bullying Officer (including overheads)+ Stonewall fee and resources	33K +£1.5 Stonewall fee
*SIP commissioned Intensive High Risk Family Interventions to promote engagement in education and prevent escalation to Tier 3 - SLA with Family Intervention Programme	60K
Budget Holding Lead Professional resources allocated by SIP	17K
<b>Total</b>	<b>287K</b>

***What does the service provide?***

Although this comes under the broad heading of de-delegated “Behaviour Support”, in Tower Hamlets this relates to work with a wide range of vulnerable pupils overseen by the Social Inclusion Panel (SIP) and/or supported through the Behaviour Support Team.

The SIP supports schools with multi-agency interventions, advice and resources for the most vulnerable children and families at top of Tier 2 to prevent the need for statutory interventions at Tier 3. It tackles a range of multi-agency concerns: cases at risk of chronic non-attendance, bullying, crime, exclusion, DV, drugs, intergenerational unemployment, poor parenting, teenage pregnancy, and health (including mental health) problems. More recently it has overseen and allocated resources for case work with Prevent cases (preventing violent extremism and the risk of radicalisation).

**What does the De-delegated funding cover?**

*(Further details of each of these activities and current outcomes can be found at the end of this paper.)*

**A) 2fte behaviour support teacher posts (£125K)**

Interventions are focussed on:

Individual case work with high risk cases

Targeted work with schools where behaviour or exclusions or Prevent issues have been identified as a concern either locally or by Ofsted.

Work with non-statemented BESD pupils includes:

- Targeted advice / PSPs for children at immediate risk of permanent exclusion and work with complex cases to prevent escalation to Tier 3 interventions.
- Behaviour Assessments in Primary schools.
- Casework with complex admissions cases under the FAP
- Support for Tier 2 Prevent case work as there is no other funding for this work (*Curriculum development work is being funded separately by the Home Office*)

*NB – without this resource the only behaviour support work with pupils on offer would be for those with a statutory EHCP (statement of SEN).*

Work with schools on behaviour, exclusions and Prevent includes:

- Systemic work with schools where local data or national inspections have identified behaviour may be a cause for concern including:
  - Policy work, auditing and review (data and operational practice)
  - School based professional development through training and coaching support in schools where there are concerns,
  - Targeted class/ year group/ department work to improve Behaviour for Learning
- Preparation and support for Ofsted for schools with behaviour / exclusion / Prevent as an identified concern.
- Annual exclusion reports and analysis for schools.

**B) A Range of Work with Other Vulnerable Groups:**

- 0.5fte Bilingual Community Development Worker / Parenting Advisor to provide specialist parenting groups for those whose needs cannot be met within normal parenting classes and to provide outreach work with those most hard to engage or struggling to put lessons into practice with challenging children (£23.5K)
- 0.4fte post and resources to work with Teenage Parents. This includes case work / tuition up to the age of 16 and transition support at 16+; training and policy development advice. (£25K + £2K resources). *Note: In 2014/15 this was supplemented by an additional £25K from Early Years so we were able to employ a teacher 0.8fte but this will cease in 2015/16. In view of this 50% reduction we are reviewing the remaining resources during the Spring 2015 to ensure the most cost effective means of providing this support into the future..*
- 0.5fte Anti Bullying Advisor and resources to promote anti-bullying, including cyber bullying. This includes individual case work in situations where pupils are refusing to attend school or independent facilitation is required; training and policy development advice and a fee paid on behalf of schools for Stonewall membership which provides materials and resources to tackle homophobic bullying. ( £33K + £1.5K annual Stonewall fee)
- The cost of an SLA with the Family Intervention Programme (FIP) for 1fte post to work intensively with high risk families to break intergenerational cycles of poor behaviour and disaffection, promote engagement in education and prevent escalation to Tier 3. This FIP intervention is available at Tier 2 and is accessed through SIP in respect of the most vulnerable families. (£60K). *Note: A second post is funded through the High Needs Budget.*
- Budget Holding Lead Professional resources to enable SIP to fund innovative solutions to intractable problems where no other budget exists. This includes emergency transport or guiding support for those otherwise unable to get to school and equipment costs where no other budget exists. (£14K)

A share of the management, administrative and overhead costs incurred in service delivery is subsumed in all the staffing / SLA costs.

***Why de-delegate?***

Most funds for behaviour support work have already been delegated to schools so they can buy in behaviour expertise externally, as and when required. However, the funds above are targeted at the most critical cases referred to SIP, on the cusp of permanent exclusion or other Tier 3 interventions such as YOT or Social Care. SIP also oversees support for other vulnerable groups such as children with parents with health and mental health problems, drug and alcohol abuse issues, teenage parents, intergenerational unemployment, children subject to bullying or at risk from radicalisation or extremism (the Prevent agenda). Such cases can be unpredictable and very costly: providing this support centrally means that the most critical behaviour issues can be managed swiftly as they arise and without the additional costs falling on individual schools.

It also enables prompt deployment of support where Ofsted and/or schools themselves identify a cause for concern regarding behaviour or safeguarding (including Prevent) which requires systemic advice and in-depth training and guidance. Consolidating this support in a central resource means that expertise is developed and retained in an expert team and can provide strategic support to schools and the Behaviour and Attendance Partnership, the Fair Access Protocol, the Social Inclusion Panel and Channel (the Prevent casework element of SIP) as well as to the Local Authority.

**Note re: Academies and Free Schools**

Academies cannot participate in the de-delegation of Behaviour Support as outlined above because their funds do not come via the LA. However, a specific SLA has been established to enable them to continue to access these services and participate in these arrangements. In 2014/15 all the Academies chose to buy back into this provision, seeing it both as an “insurance scheme” and part of their wish to maintain collegiate relationships with other schools in the LA.



**Further information on the Behaviour Support Team -2 fte Early Intervention posts Jan – Dec 14**

These 2 posts funded by the de-delegated budget are focused on providing early intervention, advice and support to schools and families to ensure emerging needs are met, risk of exclusion is reduced and capacity to meet needs within schools is increased.

Interventions are focussed on:

- a) individual case work allocated through SIP, FAP, Primary Behaviour Assessments, and PSPs for those at risk of exclusion in Secondary schools. *Note: this now includes Tier 2 casework under the Prevent agenda as there is no other funding for this individual casework.*
- b) Targeted work with schools where behaviour or exclusions or Prevent issues have been identified as a concern either locally or by Ofsted.

Outcomes include the falling level of exclusions in the borough. These were at their lowest ever recorded in primary schools in 2013/14. Secondary schools also have a rate of exclusion well below national levels.

Behaviour is rated good or better in nearly all schools in the borough.

The following activities fall under this category of work:

<p><b>Short term</b> consultation/advice to school on individuals</p> <p><i>Telephone/email/single visit</i></p>	<p><b>Provided to 60+ practitioners</b></p>	<p>Advice and strategies given on supporting individual need</p>
<p><b>Advice/training on whole school strategy and policy</b></p> <ul style="list-style-type: none"> <li>• Policy review</li> <li>• Whole school/group training</li> <li>• Whole school Behaviour/Inclusion reviews</li> <li>• Department reviews</li> </ul>	<p>Provided to</p> <p><b>10 individual schools:</b></p> <ul style="list-style-type: none"> <li>• 2 nurseries,</li> <li>• 5 primary,</li> <li>• 3 secondary schools</li> </ul>	<p>Schools supported to improve consistency of practice re promoting positive behaviour for learning practices within a school setting</p>

<p><b>Training:</b></p> <p>Bespoke training sessions on a range of topics from social skills to improving positive behaviour and promoting inclusion, as well as Prevent (WRAP) INSET</p>	<p><b>Delivered in 15 schools:</b></p> <ul style="list-style-type: none"> <li>• 6 secondaries</li> <li>• 8 primaries</li> <li>• 1 nursery</li> </ul> <p>School based and central training on Prevent (WRAP) is also being delivered .</p>	<p>Schools provided with training to suit identified development needs of staff</p> <p>Schools more aware of the Prevent agenda and referral processes and their links to safeguarding.</p>
<p><b>Behaviour Assessments:</b></p> <p>Specialist assessment of individual children to identify needs and provide strategies to meet these</p>	<ul style="list-style-type: none"> <li>• 30 assessments completed (averages 10 contacts per case)</li> </ul>	<p>Schools/families provided with in-depth assessment and strategies to improve behaviour and reduce risk of exclusion</p>
<p><b>Class /Group intervention</b></p>	<ul style="list-style-type: none"> <li>• 17 referrals received</li> <li>• (averages 5-8 contacts per intervention)</li> </ul>	<p>Referral made by individual schools to provide support for individual teachers/classes/small groups of pupils to improve capacity to manage needs, improve social skills or address particular issues</p>
<p><b>Pastoral Support Plans:</b></p> <p>Advice and guidance provided in implementing PSPs to reduce risk of exclusion</p>	<p>Pupils identified through exclusion data analysis and school referral</p> <ul style="list-style-type: none"> <li>• 8 cases (averages 5-8 contacts per case)</li> </ul>	<p>Training and support for process and guidance for individual cases received by schools</p>
<p><b>Ongoing co-ordination of FAP/SIP cases:</b></p> <p>Complex cases with multi-agency support plans that needs co-ordinating during change</p>	<p>May require:</p> <ul style="list-style-type: none"> <li>➤ Home visits</li> <li>➤ CAF completion or review</li> <li>➤ TAC co-ordination/Lead Practitioner</li> </ul>	<p>Individual pupils and families supported through TAC process until identified actions completed or new placement secure</p>

of placements /integration/re-integration	<ul style="list-style-type: none"> <li>➤ Support/advice to families</li> <li>➤ Liaison with out-of-borough agencies/schools</li> <li>• <b>15 cases (involvement averages 10-15 contacts per case)</b></li> </ul>	
<b>Early intervention support for complex cases</b> identified at point of entry to LBTH or transfer of school	<ul style="list-style-type: none"> <li>➤ Home visits</li> <li>➤ CAF completion or review</li> <li>➤ TAC co-ordination/Lead Practitioner</li> <li>➤ Support/advice to families</li> <li>➤ Liaison with out-of-borough agencies/schools</li> <li>• <b>40 cases (involvement averages 8-10 contacts per case)</b></li> </ul>	<p>Support for transition to reduce risks of failed place/exclusion. Identification of potential safeguarding risks</p> <p>Parental support needs identified</p> <p>Schools provided with advice/guidance and planning support.</p>
<b>Total Individual early intervention</b>  <b>Jan-Dec 14</b>	<b>110</b> across range of individual work	
<b>Total consultation, training and support</b>  <b>Jan – Dec 14</b>	<b>42 referrals</b> for targeted support to schools plus central training on Prevent (WRAP)	
<b><u>Additional work for 2015</u> - Case work on Prevent referrals</b>	This is a new area of work to which the BST posts will be contributing (there is no additional funding for this casework).	TAC plans in place to reduce risk and address concerns about radicalisation.

**Further information on the Bilingual Community Development Officer - Parenting Advisor**

***(Note: Half of this post is funded through “de-delegated behaviour support” and half through the high needs budget)***

Summary of activities and work to support vulnerable children since Jan 2014

The Bilingual Community Development Officer / Parenting Advisor provides a range of specialist parenting support for high risk groups, working with parents and families through the Parental Engagement central referral pathway (for Social Care, Health, Youth Offending Team, schools - including the Pupil Referral Unit, solicitors, CAHMS, Attendance and Welfare and self-referrals etc), also specialist teachers within the Behaviour Support Team, the Social Inclusion Panel, Family Intervention Project and the Norman Grove Outreach Team.

The Parenting Advisor has provided outreach and home based support/intervention for families that are hard to engage / have complex needs and those where there are Prevent concerns. He provides parenting information and advice, supports the CAF process, contributes to TAC and TAF meeting and CIN and CP processes.

The work has included:

- A case load of 35 families, approximately 40 home visits (providing advice, support and signposting)
- Delivery of 7 Bengali speaking SFSC programmes in partnership with the Parental Engagement Team, Community and Faith Organisations (programmes lasting 13 weeks each)
- 88 parents / carers, from 64 families completing the SFSC programme benefiting a total of 250 children
- Introduction of Prevent elements to the SFSC curriculum
- Specialist one to one intervention with families where there were Prevent concerns

Positive outcomes include 52 parents / carers moving from in-the-home support to regularly attend and complete a parenting programme, improved behaviour of children and young people, improved school attendance, increased parent confidence in their parenting skills, increased access to children, reduced family isolation and positive outcomes within the legal process (e.g. Court Orders and Penalties)

### **Further information on the Teenage Parent Advisor Post 2013/14**

This teacher post was initially for 2 days a week (funded through “De-delegated Behaviour Support) but from March 2014-March 2015 the post has been funded for 0.8 FTE, as a job share, using additional funding from Early Years: this enabled the provision of extra individual tuition for these pupils.

*Note: the additional Early Years funding will cease in April 2015 and we are reviewing the deployment of the remaining de-delegated resources (£27K) to ensure best value in their use in 2015/16 as some of the activities described below will no longer be possible.*

### **Education provision**

There were seven year 11 pupils (pre 16) and two year 12 pupils (post 16). Young Parent Advisors have been lead professionals for six of these pupils and have completed or contributed to CAFs, TAC meetings and CAF reviews or to statutory plans (e.g. for Looked After Children.). They have supported schools and families in making plans for all the pupils to support their attendance and to ensure there is an education plan during the pregnancy, maternity leave and return to education. The plans are reviewed through CAF reviews, or PEPs or LAC reviews. Young Parent Advisors also attend and advise at CP case conferences and pre-birth planning meetings. During the maternity period individual tuition of 3 sessions of 2.5 hours a week has been provided. Most of the pupils take up to one term off school after the birth. 50% of the pupils have historically had a poor attendance record even before birth and need careful support and monitoring for when they return to school. Partnership between all agencies ensures good practice is followed, which ensures positive outcomes.

A 12 week support group was planned for Young Teenage Parents in partnership with staff at Chrisp St Children’s Centre. This was to offer extra support around their social, emotional and parenting needs and to be offered as part of their curriculum in the school day. Six of the nine cases are now in college and so there were insufficient numbers to make the group viable. The time is now being used to offer one to one tuition to those re-taking GCSE Maths and English. Borough Guidance for schools is also being developed which will offer advice and best practice examples of work. This will be ready by March 15.

Educational outcomes

Of the pupils supported, one of the year 11 pupils achieved 5 x A-Cs in her GCSE results and one other achieved 3 x A-Cs and one D.

However, many school age mothers underachieve. Five girls did not get a grade for Maths and three did not get a grade for English. Four of the girls had a history of poor attendance and two had been taken out of school for prolonged periods by their parents. Attendance continued to be poor after the pregnancy. Two of the girls failed to attend for their GCSE exams. One of the girls was a victim of domestic violence and unable at the time to do her GCSEs. Another had made herself homeless and was placed in a hostel out of the borough.

Experience has shown that school age mothers may take some time to re-engage in education as it can be a time of disruption in family dynamics and in relationships with the babies' fathers, difficulties with housing or changes in carer's placements as well as coping with going to school. It is important that the Young Parent Advisor can be one of the professionals who can be available for advice and information for them post 16 as this is when they are often able to re-engage with their studies or other training.

Post 16 pathways

Pupils have had intensive support to enable them to enrol at college, to locate childcare provision, to apply for Care to Learn, and other benefits such as Income support and student bursaries. In some cases this has been provided by the Young Parent Advisor and in others has been provided by the Targeted Youth Support Worker.

Of the nine pupils 5 are in college and 1 is in training. One pupil has been offered the opportunity of re-taking year 11 at the PRU. Two pupils are NEET and one of them has been transferred to local services in her own borough. The other pupil will remain on the caseload until allocated to the Targeted Youth Support Team.

Two girls were year 12. Both of them had been placed in hostels but within the academic year were moved back into borough into supported accommodation. One of them was in college and the other was NEET. Intensive support was given to this pupil to enable her to return to education and she is now enrolled on a college course.

## Specialist and Non-Specialist SEN Top-Up Rates 2016/17

## Appendix 4

Non-Specialist SEN School	Top Up Rate 2015-16	Top Up Rate 2016-17
All schools Band A	£7,527	£7,414
All schools Band B	£9,032	£8,897
All schools Band C	£11,742	£11,566
All schools Band D	£13,548	£13,345
All schools Band E	£17,312	£17,052

Institution	Top Up Rate 2015-16	Top Up Rate 2016-17
Beatrice Tate	£21,493	£21,170
Bowden House	£56,199	£55,356
Cherry Trees	£19,203	£18,915
Ian Mikardo	£27,368	£26,958
Phoenix	£21,493	£21,170
Stephen Hawking	£19,725	£19,429
<b>Total Special Schools</b>		

Bangabandhu Primary School	£7,463	£7,351
Culloden Primary Acadmey	£10,264	£10,110
Cyril Jackson Primary School	£3,965	£3,905
Globe Primary School	£3,964	£3,905
Hague Primary School	£5,728	£5,642
<b>Total Primary SRP</b>		

George Greens Secondary School	£8,786	£8,654
St Paul's Way Trust	£6,252	£6,158
<b>Total Secondary SRP</b>		

Pupil Referral Unit	4 rates	4 rates
City Gateway Acadmey	2 rates	2 Rates

Canary Whary College		top ups
East London Arts & Music School		top ups
London Enterprise Academy		top ups
Solebay Primary - Academy		top ups
Wapping High School		top ups
Tower Hamelts College		top ups
<b>Total Other Establishments</b>		

Places 15-16	Places April 2016	Places Sept 2016
84	84	84
38	38	38
26	26	26
40	40	40
200	200	220
98	98	98
<b>486</b>	<b>486</b>	<b>506</b>

15	15	15
26	26	30
20	20	20
30	30	30
16	16	16
<b>107</b>	<b>107</b>	<b>111</b>

15	15	15
20	20	20
<b>35</b>	<b>35</b>	<b>35</b>

200	200	200
90	90	90

2	2	2
0	1	1
0	5	5
0	5	5
6	6	23
116	132	132
<b>124</b>	<b>151</b>	<b>168</b>

<b>Total Tower Hamlets schools and academies</b>		<b>1042</b>	<b>1069</b>	<b>1110</b>
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Local Authority Funding Reform Proforma										
LA Name:		Tower Hamlets								
LA Number:		211								
Pupil Led Factors										
Reception uplift		Yes		Pupil Units			139.50			
Description		Amount per pupil		Pupil Units		Sub Total	Total	Proportion of total pre MFG funding (%)	Notional SEN (%)	
1) Basic Entitlement		£4,524.72		23,029.50		£104,202,126	£190,917,051	42.83%	2.50%	
Age Weighted Pupil Unit (AWPU)		£6,358.80		8,448.00		£53,719,124				
Key Stage 3 (Years 7-9)		£6,358.80		5,189.00		£32,995,802				
Key Stage 4 (Years 10-11)										
Description		Primary amount per pupil	Secondary amount per pupil	Eligible proportion of primary NOR	Eligible proportion of secondary NOR	Sub Total	Total	Proportion of total pre MFG funding (%)	Primary Notional SEN (%)	Secondary Notional SEN (%)
2) Deprivation		£734.83		12,453.36		£9,151,079	£16,569,926	6.81%		50.00%
FSM6 % Primary			£771.63		9,614.57	£7,418,847				
FSM6 % Secondary				510.25	302.75	£0				
IDACI Band 1				789.17	540.93	£0				
IDACI Band 2				8,273.00	5,025.48	£0				
IDACI Band 3				9,619.62	5,711.92	£0				
IDACI Band 4				2,550.65	1,486.37	£0				
IDACI Band 5				235.13	127.22	£0				
IDACI Band 6										
3) Looked After Children (LAC)		LAC X March 14		64.94		£0	£11,251,072	4.62%		
4) English as an Additional Language (EAL)		EAL 3 Primary	£862.98	9,548.36		£8,240,039				
EAL 3 Secondary			£3,547.91		848.68	£3,011,033				
5) Mobility		Pupils starting school outside of normal entry dates		321.30	90.10	£0	£8,306,837	3.41%	100.00%	
6) Prior attainment		Low Attainment % new EFSP	100.00%	£524.60	45.06%	8,605.17				
Low Attainment % old FSP 78					28.97%					
Secondary pupils not achieving (KS2 level 4 English or Maths)			£1,338.68		2,833.08	£3,792,595				
Description		Weighting	Amount per pupil	Percentage of eligible Y1-3 and Y4-6 NOR respectively	Eligible proportion of primary and secondary NOR respectively	Sub Total	Total	Proportion of total pre MFG funding (%)	Primary Notional SEN (%)	Secondary Notional SEN (%)
7) Lump Sum			£100,000.00				£8,700,000	3.58%		
8) Sparsity factor							£0	0.00%		
Please provide alternative distance and pupil number thresholds for the sparsity factor below. Please leave blank if you want to use the default thresholds. Also specify whether you want to use a tapered lump sum for one or both of the phases.										
Primary distance threshold (miles)			Primary pupil number average year group threshold			Fixed or tapered sparsity primary lump sum?	Fixed			
Secondary distance threshold (miles)			Secondary pupil number average year group threshold			Fixed or tapered sparsity secondary lump sum?	Fixed			
Middle schools distance threshold (miles)			Middle school pupil number average year group threshold			Fixed or tapered sparsity middle school lump sum?	Fixed			
All-through schools distance threshold (miles)			All-through pupil number average year group threshold			Fixed or tapered sparsity all-through lump sum?	Fixed			
9) Fringe Payments							£0	0.00%		
10) Split Sites							£364,769	0.15%		
11) Rates							£4,791,185	1.97%		
12) PFI funding							£2,375,973	0.98%		
13) Sixth Form							£0	0.00%		
14) Exceptional circumstances (can only be used with prior agreement of EFA)										
Circumstance							Total (£)	Proportion of total pre MFG funding (%)	Notional SEN (%)	
Additional lump sum for schools amalgamated during FY15-16							£0	0.00%	0.00%	0.00%
Additional sparsity lump sum for small schools							£0	0.00%		
Exceptional Circumstance3							£0	0.00%		
Exceptional Circumstance4							£0	0.00%		
Exceptional Circumstance5							£0	0.00%		
Exceptional Circumstance6							£0	0.00%		
<b>Total Funding for Schools Block Formula (excluding MFG Funding Total) (£)</b>							<b>£243,276,814</b>	<b>100.00%</b>	<b>£21,364,726</b>	
15) Minimum Funding Guarantee (MFG is set at -1.5%)							£5,896,278			
Apply capping and scaling factors? (gains may be capped above a specific ceiling and/or scaled)							Yes			
Capping Factor (%)		3.00%	Scaling Factor (%)	100.00%						
Total deduction if capping and scaling factors are applied							-£153,140			
							Total (£)	Proportion of Total funding(%)		
MFG Net Total Funding (MFG + deduction from capping and scaling)							£5,743,138	2.31%		
High Needs threshold (only fill in if, exceptionally, a high needs threshold different from £6,000 has been approved)							£0.00			
Additional funding from the high needs budget							£0.00			
Growth fund (if applicable)							£2,611,000.00			
Falling rolls fund (if applicable)							£0.00			
<b>Total Funding For Schools Block Formula</b>							<b>£249,019,952</b>			



% Distributed through Basic Entitlement	78.48%	
% Pupil Led Funding	93.33%	
Primary: Secondary Ratio	1 : 1.31	

# **Appendix 7**

# **HOUSING REVENUE ACCOUNT**

## MEDIUM TERM FINANCIAL PLAN 2016/17 – 2020/21

## INDICATIVE HRA BUDGET

Housing Revenue Account	2016/17	2017/18	2018/19	2019/20	2020/21
	<b>Draft Budget</b>	<b>Draft Budget</b>	<b>Draft Budget</b>	<b>Draft Budget</b>	<b>Draft Budget</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>INCOME</b>					
Dwelling & non dwelling rents	(70,929)	(70,282)	(71,061)	(71,842)	(74,089)
Tenant & Leaseholder service charges	(19,655)	(19,841)	(20,199)	(20,582)	(21,001)
Investment Income received	(222)	(202)	(122)	(42)	(42)
General Fund contributions	(115)	(115)	(115)	(115)	(115)
<b>GROSS INCOME</b>	<b>(90,921)</b>	<b>(90,441)</b>	<b>(91,497)</b>	<b>(92,581)</b>	<b>(95,247)</b>
<b>EXPENDITURE</b>					
Repairs & Maintenance	22,540	22,702	22,997	23,313	23,653
Supervision & Management	23,285	26,181	24,342	24,517	24,704
Special Services, Rents rates & taxes	15,429	15,271	15,419	15,579	15,750
Increased/(Decrease) provision for bad debts	600	600	700	1,000	1,000
Capital Financing charges	19,318	20,333	21,312	23,218	24,368
Savings assumed in the MTFP		(2,000)			
Sale of High Value Voids levy	8,400	8,820	9,261	9,724	10,210
Pay to Stay levy	-	1,600	1,629	1,660	1,693
<b>GROSS EXPENDITURE</b>	<b>89,572</b>	<b>93,507</b>	<b>95,660</b>	<b>99,010</b>	<b>101,378</b>
<b>NET COST OF HRA SERVICES</b>	<b>(1,349)</b>	<b>3,066</b>	<b>4,164</b>	<b>6,429</b>	<b>6,131</b>
<b>Appropriations</b>					
Revenue Contribution to Capital Outlay (RCCO)	2,000	3,000	-	-	-
<b>NET POSITION</b>	<b>651</b>	<b>6,066</b>	<b>4,164</b>	<b>6,429</b>	<b>6,131</b>
<b>Balances</b>					
Opening balance	(23,844)	(23,193)	(17,126)	(12,963)	(6,534)
(Surplus/ Deficit on HRA	651	6,066	4,164	6,429	6,131
<b>Closing Balance</b>	<b>(23,193)</b>	<b>(17,126)</b>	<b>(12,963)</b>	<b>(6,534)</b>	<b>(403)</b>

# **Appendix 8**

# **CAPITAL**

Scheme Description	Programme	2015/16 Budget £m	2016/17 Budget £m	2017/18 Budget £m	2015/16 to 2017/18 Total Budget £m
<b>Children's Services &amp; Adults' Services</b>					
Improvement Works to 35 Ronald Street	Development of Learning Disability Hubs	0.004	-	-	<b>0.004</b>
Antill Road Day Centre	Mental health services	0.005	-	-	<b>0.005</b>
Pritchard's Road - Heating Pipework Replacement	Mental health services	0.006	-	-	<b>0.006</b>
Ronald Street - Electrical Upgrade	Mental health services	0.050	-	-	<b>0.050</b>
Occupational Therapy Suite	Occupational Therapy Suite	0.140	-	-	<b>0.140</b>
Telecare/Telehealth Equipment	Telecare/Telehealth Equipment	0.196	-	-	<b>0.196</b>
Arnhem Wharf Expansion	Basic Need/Expansion	0.031	-	-	<b>0.031</b>
Bangabandhu Primary School - Feasibility	Basic Need/Expansion	0.006	-	-	<b>0.006</b>
Bow School Expansion	Basic Need/Expansion	0.500	5.500	5.000	<b>11.000</b>
Bromley Hall Expansion	Basic Need/Expansion	0.500	5.390	3.000	<b>8.890</b>
Cayley School Expansion	Basic Need/Expansion	0.128	-	-	<b>0.128</b>
Children's House Nursery school - Feasibility	Basic Need/Expansion	0.006	-	-	<b>0.006</b>
London Dock - Feasibility	Basic Need/Expansion	0.005	-	-	<b>0.005</b>
Neptune Wharf - Feasibility	Basic Need/Expansion	0.008	-	-	<b>0.008</b>
Oaklands School - Feasibility	Basic Need/Expansion	0.006	-	-	<b>0.006</b>
Olga Primary School Expansion	Basic Need/Expansion	3.000	8.277	-	<b>11.277</b>
Phoenix - Satellite Classrooms	Basic Need/Expansion	0.164	-	-	<b>0.164</b>
Provision of Bulge Classes - Expansion	Basic Need/Expansion	0.100	-	-	<b>0.100</b>
Refurbishment of Bethnal Green Centre	Basic Need/Expansion	0.073	-	-	<b>0.073</b>
St Paul's Way Trust School Expansion	Basic Need/Expansion	3.500	4.817	-	<b>8.317</b>
Stebon - Feasibility	Basic Need/Expansion	0.005	-	-	<b>0.005</b>
Stebon Expansion	Basic Need/Expansion	0.046	-	-	<b>0.046</b>
Stepney 6th Form Expansion	Basic Need/Expansion	2.174	2.166	-	<b>4.340</b>
Various - Primary Sites Review	Basic Need/Expansion	0.100	-	-	<b>0.100</b>
Various - Scheme Development	Basic Need/Expansion	0.614	-	-	<b>0.614</b>
Woolmore Primary School Expansion	Basic Need/Expansion	0.852	-	-	<b>0.852</b>
Arnhem Wharf - Installation of Living Wall	Condition and Improvements	0.009	-	-	<b>0.009</b>
Bangabandhu, Blue Gate Fields & Kobi Nazrul - Urgent Electrical Works	Condition and Improvements	0.080	-	-	<b>0.080</b>
Blue Gate Fields - Boiler Replacement	Condition and Improvements	0.006	-	-	<b>0.006</b>
Canon Barnett Primary School - Accessibility Works	Condition and Improvements	0.050	-	-	<b>0.050</b>
Cubitt Town Junior School - Relocate Demountable & Create New Fire Escape	Condition and Improvements	0.008	-	-	<b>0.008</b>
Cubitt Town Juniors - Fire Escape Staircase	Condition and Improvements	0.071	-	-	<b>0.071</b>
Cubitt Town Juniors - Structural Works Phase 1 & 2	Condition and Improvements	0.190	-	-	<b>0.190</b>
Cubitt Town Primary - Accessibility Improvements	Condition and Improvements	0.133	-	-	<b>0.133</b>
Cubitt Town Primary - Replace Boundary Wall	Condition and Improvements	0.015	-	-	<b>0.015</b>
George Green School - Recover Pool Roof	Condition and Improvements	0.075	-	-	<b>0.075</b>

Scheme Description	Programme	2015/16 Budget £m	2016/17 Budget £m	2017/18 Budget £m	2015/16 to 2017/18 Total Budget £m
Globe Primary School - Kitchen Upgrade	Condition and Improvements	0.005	-	-	0.005
Gorsefield - Replace Main Water Pipework	Condition and Improvements	0.015	-	-	0.015
Gorsefield Refurbishment	Condition and Improvements	0.010	-	-	0.010
Gorsefield Residential Centre - Security Improvements Phase 1 & 2	Condition and Improvements	0.100	-	-	0.100
Hague Primary - Replace Hot & Cold Water System	Condition and Improvements	0.020	0.090	-	0.110
Halley Primary - Replace Boiler & Plant	Condition and Improvements	0.010	0.040	-	0.050
John Scurr - Structural Works Phase 1 & 2	Condition and Improvements	0.150	-	-	0.150
Kobi Nazrul - Refurbish Lift	Condition and Improvements	0.023	-	-	0.023
Kobi Nazrul Primary - Replace Boiler & Plant	Condition and Improvements	0.145	-	-	0.145
Malmesbury Primary - Replace Boiler & Plant	Condition and Improvements	0.214	-	-	0.214
Marion Richardson - Site Security Works	Condition and Improvements	0.020	-	-	0.020
Match funding for schools	Condition and Improvements	0.038	-	-	0.038
Mowlem Primary School - Replace Guttering	Condition and Improvements	0.075	-	-	0.075
Oaklands School - Kitchen Dining	Condition and Improvements	0.350	0.097	-	0.447
Old Palace Primary School - Kitchen Upgrade	Condition and Improvements	0.005	-	-	0.005
Old Palace Primary School - Roof Repairs	Condition and Improvements	0.010	-	-	0.010
Smithy Street Primary - Upgrade Lightning Protection	Condition and Improvements	0.015	-	-	0.015
Statutory Requirements	Condition and Improvements	0.050	-	-	0.050
Stebon Primary - Replace Boiler & Plant	Condition and Improvements	0.120	-	-	0.120
Swanlea School - Fire Protection Works Phase 1 & 2	Condition and Improvements	0.010	0.488	-	0.498
Tommy Flowers Centre - Roofing Works	Condition and Improvements	0.003	-	-	0.003
Various Kitchens - Upgrade Kitchen Ventilation	Condition and Improvements	0.200	-	-	0.200
Bishop Challoner - Community Facilities	Bishop Challoner - Community Facilities	0.025	0.575	-	0.600
Malmesbury Remodelling	Primary Capital Programme	0.090	-	-	0.090
Stebon Refurbishment & Extension	Primary Capital Programme	0.120	-	-	0.120
Bethnal Green Gardens	Provision for 2 year olds	0.135	0.150	-	0.285
Birkbeck Street	Provision for 2 year olds	0.062	-	-	0.062
Calvary Pre-School	Provision for 2 year olds	0.102	-	-	0.102
Chicksand Playgroup	Provision for 2 year olds	0.115	-	-	0.115
City Gateway	Provision for 2 year olds	0.019	-	-	0.019
Extension of Overland Children's Centre	Provision for 2 year olds	0.180	0.003	-	0.183
Limehouse Project	Provision for 2 year olds	0.148	-	-	0.148
Limehouse Site	Provision for 2 year olds	0.015	-	-	0.015
Lincoln Hall	Provision for 2 year olds	0.170	-	-	0.170
Mile End Road	Provision for 2 year olds	0.039	-	-	0.039
Nursery at St Paul's Church	Provision for 2 year olds	0.028	-	-	0.028
Provisions - Statutory Duty	Provision for 2 year olds	-	1.927	-	1.927

Scheme Description	Programme	2015/16 Budget £m	2016/17 Budget £m	2017/18 Budget £m	2015/16 to 2017/18 Total Budget £m
St Matthias Community Play Centre	Provision for 2 year olds	0.065	-	-	0.065
Weavers Field Pre-School	Provision for 2 year olds	0.151	-	-	0.151
Whitehorse One O'clock Club	Provision for 2 year olds	0.470	-	-	0.470
<b>Children's Services &amp; Adults' Services Total</b>		<b>16.378</b>	<b>29.520</b>	<b>8.000</b>	<b>53.898</b>
<b>Communities, Localities &amp; Culture</b>					
Aldgate Connections	Transport for London Schemes	0.345	0.300	-	0.645
Belgrave Street	Transport for London Schemes	-	0.061	-	0.061
Ben Jonson Neighbourhood	Transport for London Schemes	0.350	0.703	-	1.053
Bethnal Green to Olympic Park	Transport for London Schemes	0.008	-	-	0.008
Bethnal Green Town Centre	Transport for London Schemes	0.048	-	-	0.048
Boroughwide Road Safety	Transport for London Schemes	0.422	0.200	-	0.622
Bow	Transport for London Schemes	0.037	0.160	-	0.197
Bow Common Lane	Transport for London Schemes	0.052	-	-	0.052
Bridge Assessment - Wansbeck Road	Transport for London Schemes	0.002	-	-	0.002
Bus Stop Accessibility Programme	Transport for London Schemes	0.070	0.045	-	0.115
Chrisp Street Corridor	Transport for London Schemes	0.035	0.300	-	0.335
Corbridge Crescent	Transport for London Schemes	0.017	-	-	0.017
Cycle Parking	Transport for London Schemes	0.100	-	-	0.100
Cycle Safety Hotspots	Transport for London Schemes	0.220	0.503	-	0.723
Grove Road - Between Morgan Street and Haverfield Road	Transport for London Schemes	0.007	-	-	0.007
Historic Streets	Transport for London Schemes	0.293	0.200	-	0.493
Housing Zone - Complimentary Measures	Transport for London Schemes	-	0.181	-	0.181
Junction safety improvements at Cavell Street, Sidney Street and Jubilee Street	Transport for London Schemes	-	0.150	-	0.150
Leamouth Road Roundabout - Section between Lower Lea Crossing and Saffron Ave	Transport for London Schemes	0.060	-	-	0.060
Legible London	Transport for London Schemes	0.080	0.144	-	0.224
Manchester Road - Between Pelevna Street and Marsh Wall Junction	Transport for London Schemes	-	0.091	-	0.091
Manchester Road - Section between Pier Street and Marshfield Street	Transport for London Schemes	0.234	-	-	0.234
Manchester Road/Island Gardens/Stebondale	Transport for London Schemes	-	0.033	-	0.033
Marshwall/Limehouse/Eastferry	Transport for London Schemes	0.169	-	-	0.169
Mitford Bridge	Transport for London Schemes	0.032	-	-	0.032
New pedestrian crossing & Traffic calming - including relocation of parking bays	Transport for London Schemes	0.051	0.099	-	0.150
"No entry except cyclists" on existing one-way streets	Transport for London Schemes	-	0.015	-	0.015
Roman Road Globe Town	Transport for London Schemes	0.023	-	-	0.023
Rothbury Road - Full Length	Transport for London Schemes	-	0.168	-	0.168
Sidney Street	Transport for London Schemes	-	0.121	-	0.121
St Paul's Way - Streets for People	Transport for London Schemes	0.018	-	-	0.018
Transport for London Local Implement Plan - to be allocated	Transport for London Schemes	-	-	2.150	2.150

Scheme Description	Programme	2015/16 Budget £m	2016/17 Budget £m	2017/18 Budget £m	2015/16 to 2017/18 Total Budget £m
Transport for London Local Transport - Various	Transport for London Schemes	0.161	0.100	-	0.261
Wentworth Street	Transport for London Schemes	0.441	0.200	-	0.641
Zebra crossing halos	Transport for London Schemes	0.056	0.050	-	0.106
Garnet Street - Bridge Painting	Public Realm Improvements	0.101	-	-	0.101
Interim Depot Strategy	Public Realm Improvements	0.490	-	-	0.490
Streetlighting Replacement	Public Realm Improvements	1.600	-	-	1.600
Bartlett Park Masterplan - Highways	Highways Improvement Programme	0.091	-	-	0.091
101-109 Fairfield Road	Section 106 Funded Schemes	-	0.018	-	0.018
21 Wapping Lane	Section 106 Funded Schemes	-	0.059	-	0.059
57-59 Whitechapel Road	Section 106 Funded Schemes	0.030	-	-	0.030
744 Wick Lane & 46-52 Fairfield Road	Section 106 Funded Schemes	-	0.040	-	0.040
Bartlett Park - Playground activity	Section 106 Funded Schemes	0.500	-	-	0.500
Bartlett Park Landscape Improvement Works	Section 106 Funded Schemes	0.129	2.500	0.726	3.355
Bethnal Green Library	Section 106 Funded Schemes	0.246	-	-	0.246
Blackwall Way Bus Stops	Section 106 Funded Schemes	0.029	-	-	0.029
Bow Common Lane and Furze Street	Section 106 Funded Schemes	-	0.009	-	0.009
Brick Lane toilet scheme	Section 106 Funded Schemes	-	0.497	-	0.497
Bus Stop Works Various Locations	Section 106 Funded Schemes	-	0.014	-	0.014
Caspian Wharf and 1-3 Yeo Street	Section 106 Funded Schemes	-	0.011	-	0.011
Cavell Street	Section 106 Funded Schemes	-	0.067	-	0.067
Construction of a pedestrian crossing on East Ferry Road, located near school entrance	Section 106 Funded Schemes	-	0.043	-	0.043
Cuba Street, Manilla Street, Tobago Street and Byng Street	Section 106 Funded Schemes	0.113	0.243	-	0.356
Gascoigne Estate - public improvements on Virginia Road	Section 106 Funded Schemes	0.112	-	-	0.112
Gunmakers Lane	Section 106 Funded Schemes	0.023	-	-	0.023
Improvements to pedestrian and cycle routes	Section 106 Funded Schemes	-	0.018	-	0.018
Kings Arms Court Alleyway E1	Section 106 Funded Schemes	0.030	-	-	0.030
Marsh Wall	Section 106 Funded Schemes	-	0.444	-	0.444
Marsh Wall Environmental Improvement	Section 106 Funded Schemes	0.020	0.157	-	0.177
Marsh Wall Junction Works	Section 106 Funded Schemes	-	0.004	-	0.004
Millwall Park & Langdon Park	Section 106 Funded Schemes	0.025	-	-	0.025
Morris Road & Rifle Street	Section 106 Funded Schemes	0.002	-	-	0.002
Morris Road & Rifle Street Footbridge	Section 106 Funded Schemes	0.011	-	-	0.011
Mudchute Farm Footpath	Section 106 Funded Schemes	-	0.007	-	0.007
Ocean Estate Feeder Site 2	Section 106 Funded Schemes	-	0.106	-	0.106
One-Way to Two-Way Cycle Streets - 86 Brick Lane	Section 106 Funded Schemes	-	0.116	-	0.116
One-Way to Two-Way Cycle Streets - Alie Street Area	Section 106 Funded Schemes	-	0.431	-	0.431
Petticoat Lane Market Improvements	Section 106 Funded Schemes	0.040	0.068	-	0.108



Scheme Description	Programme	2015/16 Budget £m	2016/17 Budget £m	2017/18 Budget £m	2015/16 to 2017/18 Total Budget £m
Poplar Business Park	Section 106 Funded Schemes	-	0.057	-	0.057
Poplar Park & Jolly's Green	Section 106 Funded Schemes	0.058	-	-	0.058
Prestons Road	Section 106 Funded Schemes	0.174	0.170	-	0.344
Ropewalk Gardens	Section 106 Funded Schemes	0.008	-	-	0.008
Sainsbury Food Store	Section 106 Funded Schemes	-	0.022	-	0.022
Selsey Street	Section 106 Funded Schemes	-	0.008	-	0.008
St Andrews Hospital	Section 106 Funded Schemes	-	0.101	-	0.101
Stonebridge Wharf (Landscape improvements)	Section 106 Funded Schemes	0.025	0.065	-	0.090
Warner Green	Section 106 Funded Schemes	-	0.048	-	0.048
Weavers Field & Allen Gardens	Section 106 Funded Schemes	0.005	0.026	-	0.031
Monier Road	Olympic Park Transport Environmental Management Scheme	0.019	-	-	0.019
Tredegar Road	Olympic Park Transport Environmental Management Scheme	-	0.169	-	0.169
Albert Gardens	Parks	0.015	-	-	0.015
Cemetery Lodge	Parks	0.069	0.104	-	0.173
Christ Church Gardens	Parks	0.100	0.475	-	0.575
King Edward Memorial Park	Parks	-	0.250	-	0.250
Mile End Hedge	Parks	0.052	-	-	0.052
Millwall Park/Island Gardens	Parks	-	0.003	-	0.003
Poplar Park	Parks	0.035	-	-	0.035
Schoolhouse Multi Use Gym Area	Parks	-	0.007	-	0.007
The Oval Space	Parks	-	0.071	-	0.071
Trinity Square Gardens	Parks	0.019	-	-	0.019
Victoria Park Lodges	Parks	-	0.148	-	0.148
Victoria Park Sports Hub	Parks	1.315	0.069	-	1.384
Banglatown Art Trail & Arches	Culture	-	0.521	-	0.521
Brick Lane Mural	Culture	0.045	-	-	0.045
John Orwell Sports Centre	Culture	0.025	-	-	0.025
John Orwell Sports Centre Astro-turf Development	Culture	0.259	-	-	0.259
Middlesex Street	Culture	0.219	0.020	-	0.239
Mile End Stadium Astro-turf Development	Culture	-	0.127	-	0.127
Mile End Stadium Track Resurfacing	Culture	0.004	-	-	0.004
St John's Gardens Park - Floodlighting of Tennis Courts	Culture	0.075	-	-	0.075
St John's Gardens Tennis Courts	Culture	0.047	-	-	0.047
Stepney Green Astro Turf	Culture	0.020	-	-	0.020
Tennis Courts - Bethnal Green Gardens	Culture	0.002	-	-	0.002
Tennis Courts - Victoria Park	Culture	0.010	-	-	0.010
Watney Market Idea Store	Culture	0.053	-	-	0.053

Scheme Description	Programme	2015/16 Budget £m	2016/17 Budget £m	2017/18 Budget £m	2015/16 to 2017/18 Total Budget £m
Bancroft Library Phase 2/2b	Bancroft Library	0.153	-	-	0.153
Adelina Grove	Contaminated Land Works	0.053	-	-	0.053
Contaminated Land Strategy	Contaminated Land Works	-	0.262	-	0.262
Copton Close (Watts Grove/Gale Street)	Contaminated Land Works	0.040	-	-	0.040
Poplar High Street	Contaminated Land Works	0.037	-	-	0.037
Rosebank Gardens	Contaminated Land Works	0.033	-	-	0.033
Stores Quay	Contaminated Land Works	0.046	-	-	0.046
Veronica House	Contaminated Land Works	0.033	-	-	0.033
CCTV Improvements	Other	0.060	0.101	-	0.161
ICT Solution - Handheld Devices	Other	-	0.550	-	0.550
<b>Communities, Localities &amp; Culture Total</b>		<b>10.031</b>	<b>12.050</b>	<b>2.876</b>	<b>24.957</b>
<b>Building Schools for the Future</b>					
Building Schools for the Future Main Build & ICT Infrastructure	Building Schools for the Future	1.014	-	-	1.014
<b>Building Schools for the Future Total</b>		<b>1.014</b>	<b>-</b>	<b>-</b>	<b>1.014</b>
<b>Development &amp; Renewal</b>					
Birchfield Estate Masterplan, St Clements Hospital	Regional Housing Pot Targeted Funding	0.681	-	-	0.681
Private Sector Improvement Grants	Private Sector Improvement Grants	1.257	-	-	1.257
Disabled Facilities Grants	Disabled Facilities Grants	0.967	0.730	-	1.697
Bishops Square	Bishops Square	0.064	-	-	0.064
Millennium Quarter	Millennium Quarter	0.326	-	-	0.326
High Street 2012 Conservation	High Street 2012	1.517	-	-	1.517
Disability Discrimination Act Related Access Works	Disability Discrimination Act Related Access Works	0.052	-	-	0.052
Community Buildings Support Fund	Community Buildings Support Fund	0.023	1.479	-	1.502
Barley Mow Project	Section 106 Schemes	0.140	-	-	0.140
Dora Hall and Cheadle Hall	Section 106 Schemes	0.153	-	-	0.153
Hertford Union Canal Bridge Improvement project	Section 106 Schemes	0.021	-	-	0.021
Millennium Quarter Public Art Project	Section 106 Schemes	-	0.087	-	0.087
Wellington Way Health Centre	Section 106 Schemes	-	3.119	-	3.119
Whitechapel Delivery	Section 106 Schemes	0.140	0.723	-	0.863
Whitechapel Early Win Project	Section 106 Schemes	0.053	-	-	0.053
St Katharine Docks Practice	Section 106 Passported Funding	0.195	-	-	0.195
Stepney City Farm Ecopod	Section 106 Passported Funding	0.055	-	-	0.055
Transport for London Bus Stops	Section 106 Passported Funding	0.081	-	-	0.081
Splash Community Facility	Community Facilities	0.049	-	-	0.049
Turner Road Community Facility	Community Facilities	0.021	-	-	0.021
<b>Development &amp; Renewal Total</b>		<b>5.795</b>	<b>6.138</b>	<b>-</b>	<b>11.933</b>

Scheme Description	Programme	2015/16 Budget £m	2016/17 Budget £m	2017/18 Budget £m	2015/16 to 2017/18 Total Budget £m
<b>Corporate</b>					
Royal London Hospital/John Onslow House - Design to RIBA Stage 3	Whitechapel Civic Centre	0.350	3.000	-	<b>3.350</b>
<b>Corporate Total</b>		<b>0.350</b>	<b>3.000</b>	<b>-</b>	<b>3.350</b>
<b>Housing Revenue Account</b>					
Decent Homes Backlog	Decent Homes Backlog	48.463	10.000	-	<b>58.463</b>
Malmesbury Estate Decent Homes Programme	Decent Homes Backlog	3.550	-	-	<b>3.550</b>
Housing Capital Programme	Housing Capital Programme	6.794	14.000	-	<b>20.794</b>
Ocean Retail Units	Ocean Estate Regeneration	0.050	0.806	-	<b>0.856</b>
Blackwall Reach	Blackwall Reach	3.805	-	-	<b>3.805</b>
Fuel Poverty Works – Bancroft & Avebury	Fuel Poverty and Insulation Works on HRA Properties	3.282	-	-	<b>3.282</b>
Ashington Estate East	New Supply	0.065	13.463	-	<b>13.528</b>
Baroness Road	New Supply	-	4.699	-	<b>4.699</b>
Bradwell Street	New Supply	1.090	-	-	<b>1.090</b>
Extensions	New Supply	3.301	-	-	<b>3.301</b>
Hereford Street	New Supply	-	10.196	1.594	<b>11.790</b>
Jubilee Street	New Supply	-	6.574	-	<b>6.574</b>
Locksley Estate	New Supply	-	15.059	-	<b>15.059</b>
Watts Grove	New Supply	12.385	13.592	0.630	<b>26.607</b>
Short Life Properties	Affordable Housing Measures	0.947	-	-	<b>0.947</b>
Buybacks	HRA Indicative Schemes	-	13.640	13.640	<b>27.280</b>
Develop New Supply schemes to RIBA Stage 3	HRA Indicative Schemes	-	5.000	5.000	<b>10.000</b>
New Supply - Funded through use of retained 1-4-1 Right to Buy receipts	HRA Indicative Schemes	-	8.886	2.000	<b>10.886</b>
<b>Housing Revenue Account Total</b>		<b>83.732</b>	<b>115.915</b>	<b>22.864</b>	<b>222.511</b>
<b>Total Capital Programme 2015/16 to 2017/18</b>		<b>117.300</b>	<b>166.623</b>	<b>33.740</b>	<b>317.663</b>

Figures are rounded to the nearest thousand

Scheme Description	Programme	2016/17 Budget £m	2017/18 Budget £m	2018/19 Budget £m	2016/17 to 2018/19 Total Budget £m
<b>Children's Services &amp; Adults' Services</b>					
Maximising Health Infrastructure project	Public Health	1.853	0.750	-	2.603
William Cotton Place Fit-out works	Public Health	3.193	-	-	3.193
Secondary School (London Dock)	Basic Need/Expansion	1.000	-	-	1.000
Schools Condition and Improvement schemes	Condition and Improvements	1.355	-	-	1.355
<b>Children's Services &amp; Adults' Services Total</b>		<b>7.401</b>	<b>0.750</b>	<b>-</b>	<b>8.151</b>
<b>Communities, Localities &amp; Culture</b>					
40 Marsh Wall	Section 106 Funded Schemes	0.276	-	-	0.276
Rothbury Road - Full Length	Transport for London Schemes	0.022	-	-	0.022
Corridors Neighbourhoods and Supporting Measures & Local Transport Fund Schemes	Transport for London Schemes	-	-	2.130	2.130
<b>Communities, Localities &amp; Culture Total</b>		<b>0.298</b>	<b>-</b>	<b>2.130</b>	<b>2.428</b>
<b>Development &amp; Renewal</b>					
Disabled Facilities Grants	Disabled Facilities Grants	0.083	-	-	0.083
Section 106 Schemes	Section 106 Schemes	0.185	-	-	0.185
<b>Development &amp; Renewal Total</b>		<b>0.268</b>	<b>-</b>	<b>-</b>	<b>0.268</b>
<b>Corporate</b>					
229 Bethnal Green Road - to buy out Tower Hamlets College's interest in the site	Other	1.000	-	-	1.000
Underground Refuse Service - to replace two vehicles at the end of their useful life	Other	-	0.500	-	0.500
Infrastructure Delivery Budgetary Provision	Various	30.000	-	-	30.000
<b>Corporate Total</b>		<b>31.000</b>	<b>0.500</b>	<b>-</b>	<b>31.500</b>
<b>Housing Revenue Account</b>					
Housing Capital Programme	Housing Capital Programme	17.900	-	-	17.900
Land Assembly	Regeneration Schemes	4.500	-	-	4.500
New Supply - Funded through use of retained 1-4-1 receipts	New Supply	-	16.667	56.667	73.334
<b>Housing Revenue Account Total</b>		<b>22.400</b>	<b>16.667</b>	<b>56.667</b>	<b>95.734</b>
<b>Total Indicative Schemes 2016/17 to 2018/19</b>		<b>61.367</b>	<b>17.917</b>	<b>58.797</b>	<b>138.081</b>

Figures are rounded to the nearest thousand

## Summary Capital Programme 2015/16 to 2018/19

Appendix 8.3

### Capital Programme Budget

Directorate/Programme	2015/16			2016/17	2017/18	2018/19	2015/16 to 2018/19
	Slippage from 2014/15 £m	Latest Budget £m	Revised Budget £m	Budget £m	Budget £m	Budget £m	Total Budget £m
Children's Services & Adults' Services	6.335	10.043	16.378	36.921	8.750	-	62.049
Communities, Localities & Culture	0.318	9.713	10.031	12.348	2.876	2.130	27.385
Building Schools for the Future	0.791	0.223	1.014	-	-	-	1.014
Development & Renewal	8.670	(2.875)	5.795	6.406	-	-	12.201
Corporate	2.504	(2.154)	0.350	34.000	0.500	-	34.850
<b>Total excluding HRA</b>	<b>18.618</b>	<b>14.950</b>	<b>33.568</b>	<b>89.675</b>	<b>12.126</b>	<b>2.130</b>	<b>137.499</b>
Housing Revenue Account	39.154	44.578	83.732	138.315	39.531	56.667	318.245
<b>Total HRA</b>	<b>39.154</b>	<b>44.578</b>	<b>83.732</b>	<b>138.315</b>	<b>39.531</b>	<b>56.667</b>	<b>318.245</b>
<b>Total Budget</b>	<b>57.772</b>	<b>59.528</b>	<b>117.300</b>	<b>227.990</b>	<b>51.657</b>	<b>58.797</b>	<b>455.744</b>

### Capital Programme Funding

Directorate/Programme	Capital Grants £m	Major Repairs Allowance £m	Schools Contribution £m	Capital Receipts £m	Prudential Borrowing £m	S106 / Community Infrastructure Levy* £	Revenue £m	Total Funding £m
Children's Services & Adults' Services	48.257	-	0.442	0.600	-	9.970	2.780	62.049
Communities, Localities & Culture	12.791	-	-	0.692	-	11.591	2.311	27.385
Building Schools for the Future	-	-	1.014	-	-	-	-	1.014
Development & Renewal	4.188	-	-	1.754	-	6.189	0.070	12.201
Corporate	-	-	-	1.000	0.500	30.000	3.350	34.850
<b>Total excluding HRA</b>	<b>65.236</b>	<b>-</b>	<b>1.456</b>	<b>4.046</b>	<b>0.500</b>	<b>57.750</b>	<b>8.511</b>	<b>137.499</b>
Housing Revenue Account	23.344	70.425	-	74.431	64.244	2.368	83.433	318.245
<b>Total HRA</b>	<b>23.344</b>	<b>70.425</b>	<b>-</b>	<b>74.431</b>	<b>64.244</b>	<b>2.368</b>	<b>83.433</b>	<b>318.245</b>
<b>Total Funding</b>	<b>88.580</b>	<b>70.425</b>	<b>1.456</b>	<b>78.477</b>	<b>64.744</b>	<b>60.118</b>	<b>91.944</b>	<b>455.744</b>

\* Community Infrastructure Levy (CIL) is a new funding source available from 2016/17 onwards

Figures are rounded to the nearest thousand

# **Appendix 9**

# **PUBLIC CONSULTATION FEEDBACK**

## Your Borough Your Voice Consultation Summary

### 1. Introduction

- The Your Borough Your Voice public consultation campaign gave residents and service users the opportunity to comment on and feedback on the savings proposals put forward by the council to balance the budget for 2016/17. This paper provides a briefing on the key outcomes of the consultation and includes comments received and how the services have included consideration of the issues raised through the consultation.
- The consultation was designed to meet statutory and best practice consultation guidance by providing an opportunity for residents and stakeholders to give their views on perceived impacts that the proposals could have; identify the groups that could be affected by the proposals and set out any potential risks or benefits to the proposals.
- The consultation with residents included :
  - General public consultation facilitated through the council website. This was for all proposals where an equality screening exercise indicated that a group or groups with protected characteristics may be affected by the proposed changes. These were designated as level 1.
  - Direct service user consultation through face to face meetings and engagement with service user groups or related forums. This was for proposals where an equality screening exercise indicated a clear potential impact on a specific group or groups of protected characteristics resulting from a significant change to a service. These were designated level 2 consultations.
- The consultation included a parallel programme for consulting staff this year, building on lessons learned and feedback from the 2014/15 savings consultation.
- The consultations on the savings proposal ran from October 12 – November 9, 2015. A range of methods were used to capture feedback, including web-based options, face to face discussions with service user groups, and specific interest groups. A summary of the key methods of consultation are set out below.
- The findings of the consultation have been used to further assess the equality impact of the savings proposals and full Equality Assessments are presented with the draft budget proposals to inform final decisions.

## 2. Overview of consultation activities

- Equality screening was undertaken for each savings proposal to identify possible impacts on groups with protected characteristics. These assessments identified the potential degree of impact, whether a full Equality Assessment was needed and the type of consultation required:
  - General public consultation (level 1) was undertaken where equality screening indicated that a group(s) with protected characteristics may be affected by the proposed changes.
  - Additionally, face to face consultation (level 2) was undertaken where a proposal could potentially have a substantial impact on a particular section of the community or group resulting from a significant change to a service.
- Each savings proposal was published on a dedicated web page: [www.towerhamlets.gov.uk/yourborough](http://www.towerhamlets.gov.uk/yourborough). This allowed residents to see the scope of and potential impact of the savings proposals; the total amount that could be saved from each of the proposals; and the total savings planned which were assessed as not having a direct impact on residents (31 proposals) for example from layering management; transformation of back office functions and better use of technology.
- Each savings proposal was also published on a dedicated intranet page for staff to feedback on the savings proposals. Staff were able to share ideas from a professional perspective about the way(s) in which the council could work more efficiently. There were 247 online consultation responses from staff including 53 responses on the Early Years proposal and 28 responses on the Idea Store proposal. The remaining proposals received 20 or fewer responses.
- Managers met with staff within services that were potentially affected by specific savings proposals to provide guidance about the process.
- Senior management also met with Trade Unions and elected members to set out the approach to the public and staff consultation.
- Services also engaged service user groups to capture their feedback on proposals that affected vulnerable groups and groups with protected characteristics.
- Awareness of the consultation was raised through articles in East End Life; promotion of the consultation to local and BME media; the campaign had a high profile position on the council's homepage (including a web banner) throughout the consultation; it was promoted through social media (Twitter and Facebook) and meetings were held with local groups and forums.
- Residents could request the option to feedback on the consultation via paper format to the Communications team and questions from residents and staff about the consultation were sent to [Consultation@towerhamlets.gov.uk](mailto:Consultation@towerhamlets.gov.uk). These were forwarded for response to the services.



### **3. Summary of responses from residents**

#### **General public consultation with residents (level 1):**

- There were 415 online consultation responses from residents
- The proposal to reduce the number of Idea Stores that are open on Sundays attracted the most responses – 77

The next most commented on proposals were:

- PGCE bursaries - 28 responses
- The CAMHS budget proposal - 27 responses
- The Incontinence Laundry proposal - 27 responses
- The reduction of funding to local police - 23 responses
- Early Years savings proposal - 23 responses
- Deletion of the burial subsidy scheme – 21 responses
- School crossing patrols – 20 responses
- The remaining proposals received less than 20 responses.

#### **Service user and other face to face consultation (level 2):**

- There were eight proposals where detailed consultation was undertaken to assess impact on specific service user groups.
- For proposals that related to Adults Social Care Services, the Directorate led detailed consultation discussions with 4 service user engagement groups. These included:
  - Older People's Reference Group
  - Local Voices (residents with a disability)
  - Carers Forum
  - Have Your Say Group (residents with a learning disability)

A total of 85 service users were engaged through these groups.

- In addition to the above the service held a consultation discussion with Mayfield House service users (specifically related to the Older Peoples Day Services Review)
- The other proposals requiring Level 2 consultation were led by the Communities, Localities and Culture Directorate using a mixture of face to face and survey consultation techniques. 665 people responded to a survey on the IDEAs store and a further 56 people were engaged through service user and community engagement groups. These included:
  - Idea Stores service users
  - Youth Carers
  - The Youth Council
  - Incontinence Laundry Service users
  - Headteachers

- The feedback from these groups is included in the summary of consultation responses under each of the relevant proposals where a level 2 consultation was carried out.

#### **4. Consultation feedback**

A summary of the consultation feedback per proposal is provided below; this includes the issues raised within the online consultation responses and includes both staff and residents comments and level 2 consultation responses where applicable. Services have also provided responses to the issues raised through the public consultation which have also informed the full Equality Assessments where applicable.

##### **i. Idea Store closing (Sundays)**

###### Online consultation responses

There were 77 responses. 30% thought there would not be a negative impact compared to 70% who thought there would be a negative impact. This included those without access to the internet; students and young people, particularly those in overcrowded accommodation; the 6.7% who already visit on Sunday; the unemployed and the homeless.

###### Service user survey

Services users were asked to complete a short questionnaire. A total of 665 people completed the survey. 87% of service users felt that the proposals would have an impact on people using the service/resource. 30% of service users felt that the proposals will lead to positive outcomes, with the main one being saving costs; however the majority believed that any savings should be reinvested in the service. 84% of those surveyed believed that proposal will have a negative impact. There were concerns that full or partial closure will restrict access for students, children and families, older people, those who are isolated and working age adults. Additionally, there were concerns around digital inclusion and access to computers and opinions against the impact on programmes that are delivered during that time e.g. community language classes.

###### Service Response

There are limitations as to how it would be possible to realise the proposed saving and fully mitigate against closure of the Idea Stores on a Sunday as there would not be any alternative / comparable service provided. The service is looking to identify alternative sites for the provision of community language classes.

##### **ii. Undergraduate & PGCE bursaries**

###### Online consultation responses

There were 28 responses. 22 people thought that there would be a negative impact. 6 respondents thought there would not be a negative impact. There were concerns that this proposal could reduce the number of teachers (particularly BME) in the borough, and limit career progression for Teaching Assistants. The proposal was supported because of the savings that could be achieved, and a suggestion that there was no need to keep running a scheme that no longer benefits the borough.

### Service response

There is significant government support for training in the teaching profession and this will continue to be available although not necessarily administered by the local authority. This would be through student finance or training bursaries. The local authority can raise awareness of this support locally so that all groups have an opportunity to access government support.

Locally, the London East Teacher Training Alliance which is based in a local primary school runs annual recruitment to Schools Direct which is employment based training for graduates as an alternative to a PGCE to get interested applicants into the profession. This will continue to support local people.

Additionally, Tower Hamlets schools are recognised nationally for their education standards and results, and teacher recruitment and retention is not a current area of challenge as it was when the scheme was established.

### **iii. CAMHS**

#### Online consultation responses

There were 27 responses. 26 respondents thought that there would be a negative impact. 1 respondent thought there would no negative impact. There was a concern that a cut to children's mental health services would result in less efficiency and ability to respond to the needs of vulnerable families and children. Positive comments included that the council's consideration of what is offered, what works, what does not and trying to improve practice is always a good thing.

### Service response

Performance data shows that there are challenges with children and young people accessing CAMHS and progressing off the service once improvements are achieved. There is also an issue with those who need access but do not attend sessions which was at a rate of 13.0% for 2014/15. Both of these issues are costly in terms of service efficiency and time and resources. The proposed service re-design would offer an opportunity to address these issues and ensure the most cost effective service is offered and delivered. Additionally, a service redesign would enable CAMHS to better target vulnerable children such as those experiencing or being impacted by gangs, child sexual exploitation and other trauma.

### **iv. Incontinence service**

#### Online consultation responses

There were 27 responses. 16 respondents said there would be a negative impact and just over a third (11) believed there would not be a negative impact. The owner of a local reusable nappy business expressed concern that they had not been consulted about the proposal as it will impact on their business; there was also concern that the elderly would lose vital contact with and support from the service.

### Camden Council response

21 clients in Camden use the laundry service. An article was published in the Camden New Journal on the 12<sup>th</sup> November 2015. Sally Gimson, Cabinet Member for Adult

Social Care at Camden Council reassured Camden residents that there would be no disruption as alternative laundry services are available.

#### Service user survey

A letter was sent to all 35 clients with a questionnaire attached. There were 14 responses. All of the respondents felt that the closure of the service will have an impact; will not lead to a positive outcome and will have a negative impact. Respondents stated that they are unable to do laundry by themselves due to disability and/or health conditions. Two service users stated that they did not own a wash machine. There were also concerns about family members having to take on this duty or having to pay for somebody to carry out the service on their behalf.

#### Service response

The current service is financially unsustainable. It is used by 21 Tower Hamlets residents who need continence support and 17 who are not incontinent but use it for other purposes. The last referral to the service was over 2 years ago. All 35 current users living in Tower Hamlets would have their needs assessed and appropriate alternative support would be arranged depending on their needs. If they still have a need for continence support, this need would still be met, but in a different way. Options for meeting eligible needs might include direct support, Direct Payments (to enable people to purchase their own support) or one off payments which could purchase a washing machine.

The service understands that the Hospital Continence Service provides free pads and other continence products to incontinent clients, but does not provide a laundry service. However, clients who are entitled to Direct Payments will be able to use this to purchase the laundry service from other providers. Additionally, a discussion between the service and NHS about appropriate replacement services will take place if the saving proposal is approved.

### **v. Cuts to local police budgets**

#### Online consultation responses

There were 24 responses. 18 of people thought that there would be an impact. 6 people thought there would not be a negative impact. There were concerns that crime and ASB would increase in the borough. However, there was acknowledgement that funding for the police should come from the government and most people were positive about the savings that could be made and resources used elsewhere.

#### Service response

The resources made available by the new Partnership Taskforce (six police officers; three funded by the Council and three funded by match funding) will work on tackling prioritised issues. The priorities that the PTF team will work on will be discussed and agreed by the Council and the Police as part of the service specification for the scheme. The Council's Enforcement Officers (THEOS) will continue to respond to ASB calls.

## **vi. Deletion of the burial subsidy scheme**

### Online consultation responses

There were 21 responses. 13 respondents thought there would be a negative impact, including concern that some people would not be able to pay for the burial of family members, causing increased hardship and potential indebtedness. In contrast there were also positive comments including a sense that it was not a local authority role to subsidise burials and 8 people thought there would not be a negative impact.

### Service response

There will be no impact on residents. The Council has a new burial subsidy scheme in place with the Council leasing a new burial ground at Kemnal Park. The new grounds will include multi faith provision and provision for those who have no faith.

## **vii. Early Years provision**

### Online consultation responses

There were 21 responses. 13 people thought that there would be a negative impact. 8 people thought there would not be a negative impact. Those in favour of the proposal said that it would mean better, targeted use of resources, less duplication, greater clarity for residents and service providers. The children most in need of early support and learning opportunities will benefit from a single Early Years team. Negative impacts were mixed, including job losses and concern about an increase in the cost of early years' services.

### Service response

The proposal is expected to have an overall positive impact on service users. This is because children and their families will be able to access a wider range of services, including health services, in one place, there will be more early education places for eligible two year olds, and more opportunities for parents and carers to get back into training or employment by accessing courses with childcare provided. It is noted that if some services are moved from satellite sites to main Children's Centres then some families may have to travel slightly further in order to access the service which has been moved.

## **viii. School crossing patrols to be delivered by schools**

### Online consultation responses

There were 20 responses. 8 people thought that there would be a negative impact. 12 respondents thought there would not be a negative impact. There was concern that some schools would not fund the crossing patrols, creating a negative impact on safety. Positive comments included the potential for schools to recruit parent volunteers to help run this service if they want to provide it, involving and improving school/parent/carers relationships and savings for the council.

### Headteacher focus group and survey

7 schools participated or responded to the survey. Most of the Headteachers felt that proposal would have a negative impact on their school; additionally, only 1 school

thought that this proposal would have a positive impact (financial savings). There were concerns about road safety for children and young people, which may affect school applications as parents may perceive that travelling to that school is not safe. There were concerns that schools may have to fund crossing patrols themselves, which will have a negative impact on school budgets. There were also concerns about an increase in parents driving children to school and an increase in congestion.

#### Service response

Schools will be able to use their Dedicated Schools Grant to provide school crossing patrols; this is common practice in most Local Authorities across the Country. Additionally, the service will organise parental road safety support for schools should they ask. The Parking Service will provide additional road safety training to schools who request it.

### **ix. Make more parking services available Online consultation responses and by phone**

#### Online consultation responses

There were 17 responses. Most people (14) thought there would not be a negative impact. A few people (3) thought that there would be a negative impact. Most residents (16) were positive about the 'significant savings' that could be made and the removal of dated methods for collecting cash payments on the street.

#### Service response

The proposal does not seek to alter how the service is currently provided, but recognises the changes in behaviour for how people access services. The saving is generated on the assumption that the formula underpinning the unit cost will remain consistent.

### **x. Housing benefit overpayment recovery**

#### Online consultation responses

There were 16 responses 11 people thought that there would not be a negative impact. Positive outcomes included saving money, holding people to account and using the process as a preventative measure to others.

#### Service response

Improved processes within the council mean that recovery of housing benefits overpayments is being carried out more effectively which is reflected in this saving proposal.

### **xi. Making the youth service more efficient**

#### Online consultation responses

There were 16 responses. Just over half of the respondents (9) thought that there would not be a negative impact and just under half (7) thought there would be a negative impact. Respondents said that smarter ways of working can both save money and improve services to young people by involving the local community & voluntary sector (CVS) to deliver youth services rather than in-house.

### Service user engagement

A focus group was held with 13 youth carers and another was held with 22 young people from the Youth Council. All of the young people thought that the savings proposal will have an impact on people using the service/resources. All of the young people thought that proposal will have a negative impact. There were concerns around a reduction in resources and activities within the youth service and the quality of provision. There was a feeling that this will lead to inactivity amongst young people and a reduction in engagement.

### Service response

The proposal reflects budgetary underspend and aims to ensure better and more efficient procurement of youth services. This savings proposal should not have a negative impact on access to services for young people.

## **xii. Review of day services for older people**

### Online consultation responses

There were 14 responses. Most people (9) thought that there would be a negative impact whilst about a third (5) of respondents thought that there would not be a negative impact. There was concern about the health and wellbeing of older people. Positive comments said that there was a need to increase the use of services and a review would help achieve this.

### Service user consultation response

This proposal was discussed at the Mayfield House meeting. Feedback was largely negative: People raised concerns that if Mayfield House closes, the Somali community that currently meets there will disperse. They currently use the community as a support network. Whilst there is no particular attachment to the building, people were keen to ensure that the group who meets at Mayfield House is kept together to promote their physical and mental wellbeing. People highlighted the value in having a Somali-specific service in the borough. People would prefer the service to be delivered differently rather than closed down. A different organisation running the service may not understand and meet their unique cultural needs, such as traditional Somali food. Sharing the service with another community or being placed in another day centre raises concerns that they will not accept them and a concern that they will be a burden on them. People were also worried that if users were reassessed and offered a place at another day centre, they wouldn't want to attend so would remain isolated at home.

### Service response

The review of older people's day services aims to improve quality, flexibility and efficiency of services, based on the feedback and aspirations of older people and their carers. As part of the overall review, the focus of this savings proposal is better provision for service users of Mayfield House Day Centre by moving these services to more modern facilities. Currently, Mayfield House does not provide adequate provision for our Somali older people. Mayfield House is in a poor state of repair, lacks full disability access and does not provide separate prayer, ablution or activity spaces for men and women, resulting in under-occupancy and lack of access for

Somali women. This compares poorly to the highly-adapted and culturally-sensitive space at other premises. Re-providing the service currently delivered at Mayfield House will be an opportunity to improve both the experience of current service users and our offer to Somali women, while ensuring value for money.

The elements of the service particularly valued by users of Mayfield House - both those eligible for social care and those using the service informally as a drop in - were not site specific and could be provided by other universal or social care services. In light of the consultation and Mayor's instruction in Cabinet, an alternative offer is being explored for Somali elders, working closely with the Mayor's Somali taskforce.

### **xiii. Review of external spend**

#### Online consultation responses

There were 13 responses. Two thirds of respondents (8) thought that there would not be a negative impact whilst the remaining third (5) thought that there would be a negative impact. There was strong support for the savings that could be made.

#### Service response

The £50k identified is not currently earmarked for spend in 16/17. Some of the one off spend within this area consists of work to support the development of the Community Engagement and Voluntary and Community Sector strategies. As these strategies are due to be completed around the end of 15/16, there is no requirement for ongoing spend in these areas. A saving on the Healthwatch contract, generated through operational efficiencies has also contributed to the savings available.

### **xiv. Reduction of general fund subsidy for Gorsefield Rural studies Centre**

#### Online consultation responses

There were 11 responses. Most people (7) thought that there would not be a negative impact and just over a third of respondents (4) thought that there would be a negative impact. Most people were positive about the savings that can be better used for front line services.

#### Service response

Purchases for 2014-15 for Gorsefield amount to just over £285,000. Savings of £50,000 equate to 17.5% of this. If no changes were made to the running costs of Gorsefield, this would potentially increase the cost of booking Gorsefield for schools by 17.5%. This equates to an increase of between £6.30 and £7.87 per person per day based on 2014-15 prices. Individual schools may choose to meet this increase directly or to pass this on to families.

### **xv. Review of high cost learning disability care packages**

#### Online consultation responses

There were 10 responses. Half of the respondents thought that there would be a negative impact and half thought that there would not be a negative impact. Concerns



included: social workers coping with 'an overloaded service'; potential for additional waiting times and an impact on family life. People were positive about saving money and the meeting the ongoing needs of residents through a continual review of needs.

#### Service user consultation responses

This proposal was discussed at the "Have Your Say", Local Voices, Carer Forum groups and the meeting with older people on 3rd November. Feedback was largely positive: People generally felt that changes to promote independence and choice were positive, and could see the value in people moving back into the borough from care homes being closer to their families. Several people highlighted any changes to people's care packages need to be carefully managed: Big changes can be scary, and it can take time for people to develop the right confidence and skills to be more independent. Any changes need to be made with an awareness of carers, who should be offered the support they need.

#### Service response

The council aims to achieve savings whilst benefiting service users. This will be achieved by reviewing care packages to ensure that they are meeting the needs of eligible service users in the most appropriate and cost effective way.

For example, we will review the support needs of people who have expensive residential and community care packages and help them to become more independent, and where appropriate, to move to be closer to their family and friends. Service users and their families will be involved in the reviews and in decisions taken about their care. Everyone will still have their eligible needs met, but perhaps in different ways. This proposal **will not** alter who is eligible for services.

### **xvi. Saving from existing underspend of London Taxi Card budget**

#### Online consultation responses

There were 10 responses. Most people (8) thought that there would not be a negative impact. A few respondents (2) thought that there would be a negative impact. Most people (8) were positive about the savings that could be made.

#### Service Response

The council runs a taxi card scheme which offers reduced fares on Black Cabs and Public Hire Vehicles for people with severe mobility problems or disabilities which prevent them from using public transport. The scheme is managed on behalf of the Boroughs by London Councils.

Historically the council budgeted for circa 4,000 members and assumed a high percentage of active users. In September 2015 London Councils, with the agreement of all 33 London boroughs, stopped the membership of 12,700 Taxi card members who have not used their cards for over two years. Following the review, the number of Tower Hamlets members is currently 1,961 with 34% actively using the Taxi card scheme. The savings proposed correlate to the London Council's changes and the

budget has therefore been reduced by £100,000 to reflect this reduction in active users.

## **xvii. Mainstream Grants**

### Online consultation responses

There were 10 responses. Most of the respondents (7) believed there would be a negative impact and a few thought that there would not be a negative impact. There was concern that a valuable source of funding to the voluntary sector would be lost, and that a loss of third sector provision would reduce services available in the borough. Conversely, those in favour of the proposal said that the approach could support core services by saving money.

### Service response

A 5% reduction in the Development and Renewal element of the Mainstream Grants budget has been identified, taking effect from September 2016. This will be achieved through more rigor and coherent funding allocations and monitoring process, ensuring maximum outputs/outcome achieved from the applicants.

## **xviii. Reduction in the corporate match funding budget**

### Online consultation responses

There were 8 responses. Most people (7) believed there would not be a negative impact. Fewer people thought that there would be a negative impact. People were positive about allocation of much needed funds to core council activities and the potential to fund 'needy' causes.

### Service response

Negative impacts were identified as impacts that would fall on the community and residents who use funded services. Positive impacts were identified as reductions in funding encouraging organisations to be more self-reliant. The MSG themes focusing on (a) Third Sector Organisational Development, and (b) Community Engagement, Cohesion and Resilience would help to address the issues raised in the consultation and both will continue to be funded at their current level with no reductions proposed and are out of scope of this proposal. The council is continually looking to harness opportunities to bring resources and investment into the borough to benefit residents and will continue to explore potential options.

## **xix. Sharing services with NHS partners**

### Online consultation responses

There were 7 responses. The majority of people (4) thought that there would be a negative impact and a minority believed there would not be a negative impact. There was a concern about job losses; however people were positive about potential savings and a better, more joined up service.

### Service user consultation response

This proposal was discussed at the meeting with older people on 3rd November 2015. Attendees were keen to see better working between NHS and Social Care services. There are good examples of integrated care in the community and some felt that if by more joined up services meant better services then on the whole then people support the idea. However, there were concerns that in the short term there is a huge cost associated to change and it disrupts service for service users.

### Service response

The aim is to join up how the council and NHS design, buy and manage health and social care services, to improve efficiency, reduce duplication and ultimately make services more joined up for people who use them. This proposal will review further opportunities for joining up and integrating services across the Local Authority and commissioning functions. It is not intended to cut services but rather to redesign more effective pathways across the different health and social care services that might make up a person's care and to make it better co-ordinated for the service user. The proposal will include reviewing of contracts to identify duplication and enhance joint contracting arrangements with Public Health and Tower Hamlets CCG in order to achieve longer term efficiency. Any new contractual arrangements should not result in any loss of quality for service users.

## **xx. Charging for community social care services**

### Online consultation responses

There were 6 responses. The majority of the responses (5) said that the proposal would have a negative impact. This included concerns about the elderly coping and the impact to those needing employment supports. Financial advice was put forward as a mitigating solution.

### Service user consultation responses

This proposal was discussed at the "Have Your Say", Local Voices, Carer Forum groups and the meeting with older people on 3rd November. Feedback in meetings was mixed: A number of people felt that the proposal is a positive move which will be fairer by ensuring that those who can afford to pay, do so. Respondents suggest that the income this generates could be positive for adult social care services given the savings that have to be made. Most respondents were keen to stress that those on low incomes should not have their income lowered further, and a few felt that services should be free to all.

The specific concerns that were raised through consultation were as follows:

- A concern that those in need of help may be "put off" from approaching adult social care for fear that they will have to pay. Clear and careful communication could help mitigate against this risk.
- A concern that those receiving help may feel like they have to reduce the support they receive or not accept further help in order to protect their assets or savings. Clear and careful communication and a proactive strategy to help people maximise their incomes could help mitigate this risk.

- A concern that the most vulnerable may have difficulties in budgeting. Support would need to be considered in respect to this.
- A concern that the most vulnerable may not be assertive enough to appeal against financial decisions they disagree with. Support would need to be considered in respect to this.

### Service response

Community social care faces significant budget pressures through the combined effect of rising demand, cost inflation and the savings required due to the government's austerity regime. A charging policy would enable the Council to put funding for adult social care on a more sustainable footing in this context, to ensure that vulnerable adults continue to receive the support they need. Charging would be based on ability to pay following an assessment of clients' disposable incomes, protecting those who can't afford to pay for their social care. In line with national frameworks, various types of income and assets would be protected and those on the lowest incomes would pay no charge at all. Further consultation on a charging framework is planned. The further consultation would include proposals for the actual means assessment, e.g. what would be included in financial assessments and at what threshold people would be paying. This will include wide-scale consultation with the range of service user and carer forums already in place, consultation with the third and voluntary sector and with staff and stakeholders.

As a result of further work to model the possible impact of a new charging scheme, it is estimated that the number likely to be affected is higher than originally thought. We anticipate that up to 1,400 people may be affected by this policy. Based on the average contribution of clients being charged support in extra care housing, the average weekly contribution would be lower than when first assessed at £33. The actual numbers of people who would pay a charge – and the level of income raised – cannot be predicted more precisely at this stage, until further analysis, consultation and benchmarking is concluded.

If the council decides to adopt financial assessment criteria which are more generous than the statutory guidance (for example ignoring more income or capital), then the number of clients paying, and the amount of income generated, will be lower. If it is decided to proceed with this opportunity, we will develop a number of options and carry out further work to establish the impact of each option. These will be consulted on as part of the process before a charging policy is adopted by the Council.

Based on other areas, there does not appear to be a correlation between charging for social care services and the extent to which people access services. When other boroughs have introduced or changed their charging policies this has not had an impact on demand. Based on experiences in other boroughs, introducing charging – when combined with a fair charging policy plus appropriate safeguards and income maximisation support for users – would not result in fewer people coming forward who need community social care support.

## **xxi. Waste disposal**

### Online consultation responses

There were 5 responses. Most people (3) thought that there would be a negative impact. A few believed there would not be a negative impact. There were no comments.

### Service response

Residents will continue to receive the same service from the Council. The only change from this proposal will be that 49,400 tonnes of the Council waste will be sent to be disposed of in Energy from Waste treatment plants, outside of the Borough, where the waste will be incinerated to produce partially-renewable energy.

## **xxii. Focus on reablement for social care service users**

### Online consultation responses

There were 4 responses. Half the respondents thought that the proposal would have a negative impact and the remaining half believed there would not be a negative impact. There was concern for those who were physically dependent on the service. Others suggested that the transitional period would be challenging for residents – but would have no real impact.

### Service user consultation responses

This proposal was discussed at the “Have Your Say”, Local Voices, Carer Forum groups and the meeting with older people on 3rd November. Feedback in meetings was mixed: People were generally positive about the Reablement service and programme, and some felt that a move to a single carer (from more than one) could be positive in relation to the service users’ dignity.

There were some concerns related to the idea of moving from double-handed care to single-handed care with the aid of assistive technology: It may take a long time for equipment to arrive, it may take longer to carry out tasks, and some people prefer personal interaction. Others felt that there would be no problem with this approach as long as this was in line with the person’s needs and wishes and as long as people were appropriately trained on using equipment. Some people felt that two care workers are sometimes used unnecessarily. People highlighted the importance of care workers who are flexible, not rushed and who work in a person-centred way.

### Service response

This proposal aims to review approximately 50 ‘double handed/ two carer’ care packages that are high cost and to maximise the service user’s independence by:

- a) introducing ‘one carer’ package following assessment and supporting informal carers by assessing for appropriate equipment e.g. hoists, and other equipment through the Occupational Therapy Service, and

- b) increased use of assistive technology (AT) where applicable. AT can help disabled people to live more independently at home and manage risks by providing them with devices that raise alarms in case of falls, for instance.

These devices can include:

- door entry intercom and access;
- loud speaking hands free telephone;
- TV, DVD and other media devices; and
- lighting and 'plug-in' electrical appliances.

The proposal is to mainstream the use of Assistive Technology Services which will result in the greater use of technology to assist vulnerable adults to live independently. The intention is to provide service users and their carers with increased choices and flexibility. Each review or reassessment of needs will be undertaken on an individual basis, with the needs identified particular to that service user. There will be no blanket withdrawal of double – handed carer support.

### **xxiii. Improving focus on maintaining independence for social care service users**

#### Online consultation responses

There were 4 responses. All of the respondents thought that the proposal would have a negative impact. Isolated people were highlighted as those most affected; safeguarding issues were also raised as a concern.

#### Service user consultation responses

The Older People's Reference Group agreed with the principle of the proposal. The group thought that an emphasis should be put on delaying the need for placement in residential/nursing home.

There was a consensus amongst the Local Voices group that promoting independence is a good thing and it will be beneficial if the new practice framework works. The group requested assurance that the new framework would work and a feedback mechanism in place. Concerns were raised about individuals being forced into using direct payments when they're happy with their current care provision.

The Carers' Forum felt that there was a need for carers to be trained on how to provide care was identified and appropriate support should be given at an earlier stage in order to prevent a crisis from happening. Carers felt that in-house care services were better equipped to provide care.

The Have Your Say Group expressed some scepticism about what this actually meant for service users. The relationship between social workers and service users was raised several times; with a feeling that there needs to be a focus on the development of trust between service users and social workers as a first step.

### Service response

The Council will still have to meet the needs of adults who are eligible for social care support due to age or disability – the proposal is not designed to change who is eligible for services, but to review whether the Council is meeting people’s eligible needs in the best possible way that promotes their independence for as long as possible. This includes looking at how needs are re-assessed in ways that are safe and financially sustainable; and seeking greater input from family, friends and the wider community where appropriate to provide a mix of commissioned care, family care and support from the local community.

The people who will be reviewed are primarily older people or people with a physical disability, and learning disability. The services that are likely to be reviewed are provided across Tower Hamlets, with no specific areas being targeted.

It is acknowledged that these proposals could have a disproportionate impact on older people, and people with disabilities. This proposal relates to individuals with different circumstances and needs, and this will be taken into consideration during their individual review to re-assess their need for direct support from the council. Undertaking regular reviews reflects best practice within Adult Social Care. It ensures that the most appropriate support is being given, in the most effective way, to meet each person’s eligible needs and that agreed outcomes and goals are being achieved. It is possible that in some cases there may be no changes for the individual. Overall, the proposal is likely to be positive as it will enable service users to enjoy greater independence and carers to be better supported.

### **xxiv. Partnership delivery of employment programmes**

#### Online consultation responses

There were 4 responses. Half of the respondents believed that there would be a negative impact whilst the other half believed there would not be a negative impact. Responses included concern about possible impacts to young people, particularly during this economic downturn.

### Service response

Currently all trainees are paid through council budgets and all placements are within council departments. This proposal will develop a partnership arrangement with local private businesses and third sector organisations where trainees will spend part of their work placement within these organisations and costs will be shared. The saving would be generated from a reduction in the council’s contribution to the total salary cost of each apprentice and will still allow us to continue to provide opportunities to the same number of participants each year.

### **xxv. Better Recovery of Court Costs**

#### Online consultation responses

There were 5 responses. 4 of the respondents believed that there would be a positive impact and 1 believed there would be a negative impact stating that better recovery of court costs will result in even more of a financial burden on those who are having to pay court costs.

### Service response

The increase in income from court costs is anticipated to be as a result of better collection. This proposal relates to a budget adjustment rather than an increase in costs applied or a change in the court costs recovery process. Court costs are payable by any council tax payers and ratepayers where payment has not been made as requested and the account has progressed through the council's enforcement process. A local council tax support scheme in place already protects vulnerable taxpayers who receive up to a 100% local discount and these cases will not be affected by the improved collection of court costs.

## **xxvi. Commissioning and procuring efficient adult social care**

### Online consultation responses

There were 8 responses. 5 of the respondents believed that there would be a positive impact and 3 believed there would be a negative impact. Several respondents raised concerns about providers cutting costs by reducing the wages of social care staff or by refusing to pay the London Living Wage.

### Service response

Tower Hamlets Council will continue to meet adult social care needs within its existing resources as required by law. However, the Local Authority has a duty to meet these needs in the most cost effective way possible. The focus of this savings opportunity is on achieving better benchmarked unit costs and ensuring the maximisation of capacity within existing adult social care service contracts. Where it is identified that services are not delivering on required outcomes, and that there is scope for efficiencies to be made in order to deliver better value for money, some contracted adult social care services may be reduced or not renewed, or provided in other ways. Additionally .as part of the council's procurement process payment of the London Living Wage, where applicable is a condition for the awarding of all contracts.



**Appendix 10**


**BUDGET  
CONSULTATION  
FEEDBACK -  
OVERVIEW & SCRUTINY  
COMMITTEE**

On the 2nd November 2015 the Overview & Scrutiny Committee reviewed the 2016/17 savings proposals and 18<sup>th</sup> January 2016, the Overview and Scrutiny reviewed the wider budget proposals considered by Cabinet on the 5<sup>th</sup> January 2016. The feedback received from the Committee is detailed below.

1. Page 74 Review of Day Services for Older People - The Committee noted that the proposed redesign focusses primarily on service improvement and better outcomes for service users, whilst also achieving cost efficiency and value for money. The proposal includes better provision for service users of Mayfield House (which has 30 places and average daily attendance of four) by moving these services to more modern facilities in consultation with service users.
2. RECOMMENDATION: The Committee wanted more details on this proposal and Adults Services undertook to outline how the new service will continue to meet the needs of users prior to implementation.
3. Page 91 New funding arrangements for new Belvedere House – The Committee noted that Veterans' Aid will be securing alternative funding to ensure that they can continue to provide services for their vulnerable clients with no impact.
4. RECOMMENDATION: The Committee wanted budget papers to include the source of this new funding stream.
5. Page 196 Undergraduate & PGCE bursaries – The Committee noted that over the last 12 years 153 local people have benefited from the bursary, 71% of whom have been BME and 74% women. This bursary, alongside other initiatives, has helped to increase the proportion of BME teachers in the borough to 30% (Nov 2010) and in particular teachers of Bangladeshi heritage (12%). 59% of the recipients of the bursary have been PGCE primary students.
6. RECOMMENDATION: That the Mayor reconsider this savings proposal, and ensure that this bursary is more widely publicised and developed so that there can be increased take up from a broader cross section of BME communities.
7. Page 305 Discontinue the Incontinence Laundry Service – The Committee received a question submitted by Pete Dickenson regarding the impact of ending this service.
8. The Committee noted that this is a non-statutory service and that the NHS provides free support to residents based on need. Residents that currently receive the service within the borough now also have direct control of their personal care budgets, which enables them to determine the nature of their care support for themselves. Therefore, given that this is a health function and not a statutory requirement of the Council and in view of the existence of the above NHS arrangements the discontinuance of the laundry service could be adequately managed as part of the NHS client needs assessment process, and agreed with the savings proposal.

- 9.** Page 321 Review of Enforcement Function – More Generic Working – Regarding the proposal to delete 10 Commercial Waste THEO posts. The Committee noted that the function of this service is to monitor the commercial waste refuse and provide a first contact service to customers for commercial waste enforcement, and statutory nuisance activities.
- 10.** RECOMMENDATION: The Committee wanted more details on this proposal to be included in the budget papers.
- 11.** Page 322 School Crossing Patrols to be delivered by Schools – The Committee noted the proposal to transfer responsibility for funding for school crossing patrols from the council's General Fund to the Dedicated Schools Grant (DSG).
- 12.** RECOMMENDATION: The Committee wanted this proposal to be reconsidered and suggested as one potential alternative consideration be given to the third sector providing volunteers who, once trained and having undergone the necessary checks, could help deliver this service.
- 13.** Page 338 Reduce Funding to Local Police Budgets – The Committee noted that the Council had earmarked funds to pay for an additional 20 Police Officers from December 2015. In recognition that it is not the function of the Council to fund the Police Service but that of regional and national government to do so and in view of the continuation of public sector austerity, there was a savings proposal to reduce this funding. The Council would still pay for additional police officers and the revised initiative will still deliver a police task force
- 14.** RECOMMENDATION: The Committee indicated that it did not wish to see a reduction in this funding, and that therefore this savings proposal should be reconsidered.
- 15.** Page 400 Reduction in Mainstream Grants – The Committee noted a savings proposal of a three per cent to four per cent reduction on the mainstream grants budget council wide, and a five per cent reduction in the Development and Renewal element of the mainstream grants budget, taking effect from September 2016.
- 16.** RECOMMENDATION: The Committee indicated that these cuts needed to be reviewed as they would have a significant impact upon the third sector. Therefore this savings proposal should be reconsidered.
- 17.** Page 432 Deletion of Burial Subsidy Scheme - The Committee noted that LBTH had established a burial subsidy scheme which provides for a payment of £225 to be made to a person responsible for arranging the burial of a deceased Tower Hamlets resident at one of three specified cemeteries. The scheme compensated residents for potential additional costs arising from the lack of any burial facility offered by the Borough. LBTH has now leased a burial ground at Kemnal Park where it offers a subsidised burial facility to local residents. This has provided an opportunity to reconsider what financial support is provided to residents and to discontinue this additional subsidy as there is now alternative subsidised provision.
- 18.** RECOMMENDATION: The Committee stated that it would like the Mayor to reconsider this proposal and wanted details on the uptake of the burial subsidy scheme.

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<b>Full Council 24<sup>th</sup> February 2016</b>	 <b>TOWER HAMLETS</b>
<b>Report of:</b> Zena Cooke, Corporate Director Resources	<b>Classification:</b> Unrestricted
<b>Treasury Management Strategy Statement For 2016-17</b>	

<b>Originating Officer(s)</b>	Bola Tobun - Investment & Treasury Manager
<b>Wards affected</b>	All wards

**Summary**

- 1) The council is required by legislation and guidance to produce three strategy statements in relation to its treasury management arrangements. The three statements are:
  - a) a policy statement on the basis of which provision is to be made in the revenue accounts for the repayment of borrowing – Minimum Revenue Provision (MRP) Policy Statement;
  - b) a Treasury Management Strategy Statement which sets out the council's proposed borrowing for the financial year and establishes the parameters (prudential and treasury indicators) within which officers under delegated authority may undertake such activities; and
  - c) an annual Investment Strategy which sets out the council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 2) This report also deals with the setting of Prudential Indicators for 2016-17, which ensure that the council's capital investment decisions remain affordable, sustainable and prudent; the proposed indicators are detailed in Appendix 1. Under of the government's self-financing arrangements for the Housing Revenue Account (HRA) there are specific indicators relating to HRA capital investment.
- 3) The council is required to have regard to the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised November 2011) which requires the following:
  - a) Treasury Management Policy Statement which sets out the policies and objectives of the council's treasury management activities (Appendix 4);
  - b) Treasury Management Practices which set out the manner in which the council will seek to achieve those policies and objectives;
  - c) Approval by Full Council of Minimum Revenue Provision Policy, an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and prudential indicators for the year ahead together with arrangements for a Mid-year Review Report and an Annual Report covering activities during the previous year;

- d) Clear delegated responsibility for overseeing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions. For this Council the delegated body is the Audit Committee. The scheme of delegation for treasury management is shown in Appendix 5.
- 4) Officers will report details of the council's treasury management activity to the Audit Committee at each of its meetings during the year. Additionally, a mid-year and full-year report will be presented to Full Council. More detailed reporting arrangements are shown in Appendix 6.
- 5) The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. Training will be arranged as required for members of the Audit Committee who are charged with reviewing and monitoring the council's treasury management policies. The training of treasury management officers is also periodically reviewed and enhanced as appropriate.

### **Recommendations**

It is recommended that Full Council to:

- i) Adopt the following policy and strategies:
  - a) The Minimum Revenue Provision Policy Statement set out in section 2 at annex A attached to this report;
  - b) The Treasury Management Strategy Statement set out in sections 5 - 6 at annex A attached to this report;
  - c) The Annual Investment Strategy set out in sections 5 - 6 at annex A attached to this report, which officers involved in treasury management, must then follow;
- ii) Approve the prudential and treasury management indicators as set out in appendix 1.

## 1 **REASONS FOR DECISIONS**

- 1.1 It is consistent with the requirements of treasury management specified by CIPFA, to which the council is required to have regard under the Local Government Act 2003 and regulations made under that Act, for the council to produce three strategy statements to support the Prudential Indicators which ensure that the council's capital investment plans are affordable, sustainable and prudent. The three documents that the council should produce are:
- Minimum Revenue Provision Policy Statement
  - Treasury Management Strategy, including prudential indicators
  - Investment Strategy

## 2 **ALTERNATIVE OPTIONS**

- 2.1 The council is bound by legislation to have regard to the CIPFA requirements for treasury management. If the council were to deviate from those requirements, there would need to be some good reason for doing so. It is not considered that there is any such reason, having regard to the need to ensure that the council's capital investment plans are affordable, sustainable and prudent.
- 2.2 The strategies and policy statement put forward in the report are considered the best methods of achieving the CIPFA requirements. Whilst it may be possible to adopt variations of the strategies and policy statement, this would risk failing to achieve the goals of affordability, sustainability and prudence.

## 3. **BACKGROUND**

- 3.1 The council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the council's low risk appetite, providing adequate liquidity primarily before considering investment return.
- 3.2 The second main function of the treasury management service is the funding of the council's capital plans. These capital plans provide a guide to the borrowing need of the council, essentially the longer term cash flow planning to ensure that the council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses.
- 3.3 CIPFA defines treasury management as:
- “The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”*
- 3.4 **REPORTING REQUIREMENTS** -The council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.

- I. **A treasury management strategy statement** (this report) – it covers:
    - a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
    - the capital plans (including prudential indicators);
    - the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
    - an investment strategy (the parameters on how investments are to be managed).
  - II. **A mid year treasury management report** – This will update members with the progress of the capital position, amending prudential indicators as necessary, and whether any policies require revision.
  - III. **A treasury outturn report** – This provides details of annual actual prudential and treasury indicators and annual actual treasury operations compared to the annual estimates within the strategy.
- 3.5 The council uses Capita Asset Services, Treasury solutions as its external treasury management advisors. The council recognises that responsibility for treasury management decisions remains with the organisation at all times and officers will ensure that undue reliance is not placed upon the external service providers.
- 3.6 The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members' responsible for scrutiny. Training will be arranged as required. The training needs of treasury management officers are periodically reviewed.

### **The 2015/16 Strategy**

- 3.7 The Strategy for 2015/16 was approved by Full Council in February 2015 and set the following objectives:-
- a) The use of certificates of deposits (CDs) which allow authorities to invest with highly secure counterparties such as HSBC and Standard Chartered which would not normally be accessed by the council through other means;
  - b) Given the large cash balances and the difficulty in identifying opportunities to lend at suitable rates within the counterparty list it is necessary to increase the level of investment possible with the most secure organisations. Therefore counterparties money limits were increased, for higher quality banks to £30m, medium quality to £25m and lower to £10m;
  - c) Increasing each money market funds investment limit to £25m from £15m;
  - d) Investing up to £50m of core cash for over 1 year if rates were to improve.
  - e) The use of core cash for internal borrowing if not used for longer term investments.



### **Current Investment Position and Performance**

- 3.8 The councils have deposit of £100m outstanding with the part nationalised banking groups (Royal Bank of Scotland (£40m) and Lloyds banking group £60) and the challenge ahead will be to address the decline in the Government holding in Lloyds Banking Group and the impact that this could have on the counterparty limit that the council currently applies to this entity.
- 3.9 The council treasury adviser (Capita) has removed Lloyds group from part nationalised classification as the Government stakes have been reduced to less than 15%. However based on Lloyds banking group current credit ratings the monetary and time limits that applied to this establishment based on the council credit worthiness policy are a monetary limit of £20m and a maximum time limit of 6 months. The council currently has £60m of investment outstanding with the group. No more transactions are being carried out with the group. All deposits are less than one year to maturity; these investments would now be managed down to the council's current monetary and time limits for the institution.
- 3.10 Barclays Bank S&P Long Term rating was lowered to A- which leaves it one notch below that set in the council's Investment Strategy for 2015/16. The outlook is Stable, which suggests that there is no risk of a further downgrade in the near term. This should offer comfort to the council that the bank is not an immediate risk. We have been advised by Capita that this change is not a reflection of a worsening position of the bank, but the re-assessment of the manner in which the agency treats sovereign support. This is being applied to all UK and global institutions and is not unique to Barclays. The council's remaining investment with the bank matures on 5th April 2016. This was undertaken prior to this change so were transacted when the bank met the council's criteria.
- 3.11 Investments over 1 year is standing at £25m and were all invested with Royal Bank of Scotland for two years duration.
- 3.12 The council has not borrowed short or long term to date.
- 3.13 The council's budgeted investment return of £2.45m for 2015/16, with average rate of return 0.7% for average portfolio balances of £350m. Just over £2.6m of investment income has been earned year to 31 December 2015.

<b>Benchmark</b>	<b>Council Performance</b>	<b>Investment Interest Earned as at 31 Dec 2015</b>
0.35%	0.78%	£2.615m

### **TREASURY MANAGEMENT STRATEGY FOR 2016/17**

- 3.14 The strategy for 2016/17 covers two main areas:

#### **Capital issues**

- the minimum revenue provision (MRP) policy;
- the capital plans and the prudential indicators.

### **Treasury management issues**

- prospects for interest rates;
- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the council;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy;
- service/policy investments.

3.15 The above elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, CLG MRP Guidance, the CIPFA Treasury Management Code and CLG Investment Guidance.

### **Developing the Strategy for 2016/17**

3.16 In formulating and executing the strategy for 2016/17, the council will continue to have regard for the DCLG's guidance on Local Government Investments and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectional Guidance Notes.

3.17 The council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the council's low risk appetite, providing adequate liquidity initially before considering investment return.

3.18 The council will also achieve optimum return on its investments commensurate with proper levels of security and liquidity. The borrowing of monies purely to on lend and make a return is unlawful and the council will not engage in such activity.

3.19 The council, in conjunction with its treasury management advisor, Capita Asset Services, will use Fitch, Moodys and Standard and Poors ratings to derive its credit criteria. All credit ratings will be monitored daily. The council is alerted to changes in ratings of all agencies through its use of Capita's creditworthiness service.

3.20 If a downgrade means the counterparty or investment fund no longer meets the council's minimum criteria, its use for further investment will be withdrawn immediately. If funds are already invested with the downgraded institution, a decision will be made by the Corporate Director Resources whether to withdraw the funds and potentially incur a penalty.

3.21 If an institution or fund is placed under negative rating watch (i.e. there is a probability of a rating change in the short term and the likelihood of that change being negative) and it is currently at the minimum acceptable rating for placing investments, no further investments will be made with that institution.

- 3.22 The Corporate Director Resources will have delegated responsibility to add or withdraw institutions from the counterparty list when ratings change, either as advised by Capita Assets Services (the council's advisors) or from another reliable market source.
- 3.23 Changes to Credit Rating Methodology: The main rating agencies (Fitch, Moody's and Standard & Poor's) have, through much of the financial crisis, provided some institutions with a ratings "uplift" due to implied levels of sovereign support. Commencing in 2015, in response to the evolving regulatory regime, all three agencies have begun removing these "uplifts" with the timing of the process determined by regulatory progress at the national level.
- 3.24 In keeping with the agencies' new methodologies, the rating element of our advisers' credit assessment process now focuses solely on the Short and Long Term ratings of an institution. While this authority understands the changes that have taken place, it will continue to specify a minimum sovereign rating of AAA, apart from United Kingdom.
- 3.25 It is important to stress that these rating agency changes do not reflect any changes in the underlying status or credit quality of the institution. They are merely reflective of a reassessment of rating agency methodologies in light of legislated and future expected changes to the regulatory environment in which financial institutions operate.
- 3.26 While some banks have received lower credit ratings as a result of these changes, this does not mean that they are suddenly less credit worthy than they were formerly. Rather, in the majority of cases, this mainly reflects the fact that implied sovereign government support has effectively been withdrawn from banks. They are now expected to have sufficiently strong balance sheets to be able to withstand foreseeable adverse financial circumstances without government support.
- 3.27 As a consequence of the above, the minimum Fitch credit ratings for the council's investment policy:  
Short Term: 'F1' the same criteria as last year  
Long Term: 'A-' a notch down from last year criteria 'A'
- 3.28 Other market intelligence will also be used to determine institutions' credit worthiness, such as financial press, financial broker advice and treasury management meetings with other authorities, e.g. London Treasury Officers Forum. If this information shows a negative outcome, no further investments will be made with that body.
- 3.29 The strategy will permit the use of unrated building societies or challenger banks with assets in excess of £1.5bn for investment purposes.
- 3.30 The strategy proposes the continued use of core cash of up to £50m to be held for longer term investment of over one year, if the rates are appealing.
- 3.31 To delegate authority to Corporate Director Resources to use alternative forms of investment, should the appropriate opportunity arise to use them, and should it be prudent and of advantage to the council to do so. This

delegated authority is subject to prior consultation with the Lead Member for Corporate Finance on any possible use of these instruments.

### **Capital Programme and Prudential Borrowing**

- 3.32 As part of the development of the prudential indicators attached as Appendix C, which form part of the treasury management strategy, the council must consider the affordability of its capital programme.
- 3.33 In the past the programme has been financed by the use of capital resources such as receipts from asset sales and grants. The affordability of the programme is therefore calculated by the lost revenue income from the possible investment of the resources.
- 3.34 The authority to borrow up to £13m in 2016/17, £12m in 2017/18 and £40m in 2018/19 for the financing of capital expenditure is included in the current capital programme and the current prudential indicators. If the council is to borrow, the affordability of the capital programme has been included in assessing the cost of borrowing along with the loss of investment income from the use of capital resources held in cash.
- 3.35 The current long term borrowing rate from the Public Works Loan Board is 3.53% for 25 years. Were the council to temporarily borrow the necessary resources from its own cash balances rather than complete a further one year investment it would save the equivalent of 2.7% of the amount borrowed. The affordability of the capital programme has been calculated based upon the assumption that internal borrowing would occur initially.
- 3.36 Should rates move quicker than the forecast predicts, the current and proposed strategies do allow the Corporate Director Resources to take advantage of external borrowing.

### **Investment Return Budget to 2018/19**

- 3.37 A cash flow projection up to March 2019 has been created reflecting the spending proposals in the Budget Strategy 2016/17 onwards. The cash flow projection and the interest rates forecast shows that anticipated investment income of £2.7m for 2016/17, based on average cash balance of £300m and average investment return of 0.9%. The anticipated investment income of £2.5m with average cash balance of £250m is budgeted for 2017/18 and £2.5m with average cash balance of £200m for 2018/19. The council may need to accept a higher level of risk in order to achieve these targets, whilst maintaining due regard for security of capital and liquidity.
- 3.38 With reference to the proposal to use internal borrowing to finance the capital programme, as set out in the Capital Programme and Prudential Borrowing in annex A, the investment income suggested by the cash flow projection may be provided in part from internal charges or through the surplus generated by commercialisation projects.

### **Minimum Revenue Provision 2016/17**

- 3.39 Where spend is financed through the creation of debt, the council is required to pay off an element of the accumulated capital spend each year. The total debt is identified as the capital financing reserve and ensures that the council

includes external and internal borrowing along with other forms of financing considered to be equivalent to borrowing.

- 3.40 The payment is made through a revenue charge (the minimum revenue provision - MRP) made against the council's expenditure, although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).
- 3.41 The assumption is to borrow up to a maximum of £35m through the most economically advantageous method, as decided by the Corporate Director Resources, from: internal borrowing of core cash balances; PWLB loans; or other reputable sources of lending.
- 3.42 It is recommended that because of budget constraints in the medium term the adoption of the existing statutory calculation which is based on 4% of the aggregate assumed borrowing for general fund capital investment - termed the Capital Financing requirement (CFR) as the basis of the councils MRP relating to supported borrowing
- 3.43 The council will use the asset life method for the calculation of the Minimum Revenue Provision on all future unsupported borrowing.
- 3.44 Council could utilise the resources invested in expenditure on key priority outcomes. However the core cash held by the council is either set aside for future expenditure, such as the capital programme, or held as a form of risk mitigation, such as the minimum level of revenue balances. To utilise these resources for alternative projects would put the council at future risk should an unforeseen event occur.

#### **4 COMMENTS OF THE CHIEF FINANCIAL OFFICER**

- 4.1 The comments of the Corporate Director Resources are incorporated in the report.

#### **5. LEGAL COMMENTS**

- 5.1 The Local Government Act 2003 provides a framework for the capital finance of local authorities. It provides a power to borrow and imposes a duty on local authorities to determine an affordable borrowing limit. It provides a power to invest. Fundamental to the operation of the scheme is an understanding that authorities will have regard to proper accounting practices recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA) in carrying out capital finance functions.
- 5.2 The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 require the council to have regard to the CIPFA publication "Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes" ("the Treasury Management Code") in carrying out capital finance functions under the Local Government Act 2003. If after having regard to the Treasury Management Code the council wished not to follow it, there would need to be some good reason for such deviation.
- 5.3 It is a key principle of the Treasury Management Code that an authority should put in place "comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities". Treasury management activities cover the management

of the council's investments and cash flows, its banking, money market and capital market transactions, the effective control of risks associated with those activities and the pursuit of optimum performance consistent with those risks. It is consistent with the key principles expressed in the Treasury Management Code for the council to adopt the strategies and policies proposed in the report.

- 5.4 The report proposes that the treasury management strategy will incorporate prudential indicators. The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 also requires the council to have regard to the CIPFA publication "Prudential Code for Capital Finance in Local Authorities" ("the Prudential Code") when carrying out its duty under the Act to determine an affordable borrowing limit. The Prudential Code specifies a minimum level of prudential indicators required to ensure affordability, sustainability and prudence. The report properly brings forward these matters for determination by the council. If after having regard to the Prudential Code the council wished not to follow it, there would need to be some good reason for such deviation.
- 5.5 The Local Government Act 2000 and regulations made under the Act provide that adoption of a plan or strategy for control of a local authority's borrowing, investments or capital expenditure, or for determining the authority's minimum revenue provision, is a matter that should not be the sole responsibility of the authority's executive and, accordingly, it is appropriate for the Cabinet to agree these matters and for them to then be considered by Full Council.
- 5.6 The report sets out the recommendations of the Corporate Director Resources in relation to the council's minimum revenue provision, treasury management strategy and its annual investment strategy. The Corporate Director Resources has responsibility for overseeing the proper administration of the council's financial affairs, as required by section 151 of the Local Government Act 1972 and is the appropriate officer to advise in relation to these matters.
- 5.7 When considering its approach to the treasury management matters set out in the report, 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). A proportionate level of equality analysis is required and there is information relevant to this in section 6 of the report.

## **6 ONE TOWER HAMLETS CONSIDERATIONS**

- 6.1 Capital investment will contribute to achievement of the corporate objectives, including all those relating to equalities and achieving One Tower Hamlets. Establishing the statutory policy statements required facilitates the capital investments and ensures that it is prudent.

## **7. BEST VALUE (BV) IMPLICATIONS**

- 7.1 The Treasury Management Strategy and Investment Strategy and the arrangements put in place to monitor them should ensure that the council optimises the use of its monetary resources within the constraints placed on the council by statute, appropriate management of risk and operational requirements.
- 7.2 Assessment of value for money is achieved through:
- Monitoring against benchmarks

- Operating within budget

## 8 **SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

8.1 There are no sustainable actions for a greener environment implication.

## 9 **RISK MANAGEMENT IMPLICATIONS**

9.1 There is inevitably a degree of risk inherent in all treasury activity.

9.2 The Investment Strategy identifies the risk associated with different classes of investment instruments and sets the parameters within which treasury activities can be undertaken and controls and processes appropriate for that risk.

9.3 Treasury operations are undertaken by nominated officers within the parameters prescribed by the Treasury Management Policy Statement as approved by the council.

9.4 The council is ultimately responsible for risk management in relation to its treasury activities. However, in determining the risk and appropriate controls to put in place the council has obtained independent advice from Capita Treasury Services who specialise in Council treasury issues.

## 10 **CRIME AND DISORDER REDUCTION IMPLICATIONS**

10.1 There are no any crime and disorder reduction implications arising from this report.

## **ANNEX**

[Annex A – Treasury Management Strategy Statement For 2016-17](#)

## **APPENDICES**

Appendix 1 – Prudential and Treasury Indicators

Appendix 2 – Definition of Fitch Credit Ratings

Appendix 3 – Counter Party Credit Rating List

Appendix 4 – Treasury Management Policy Statement

Appendix 5 – Treasury Management Scheme of Delegation

Appendix 6 – Treasury Management Reporting Arrangement

Appendix 7 – Glossary

## **Local Government Act, 1972 Section 100D (As amended)**

### **List of “Background Papers” used in the preparation of this report**

<b>Brief description of “background papers”</b>	<b>Name and telephone number of holder and address where open to inspection.</b>
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*Bola Tobun, x4733, Mulberry Place*

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# Annex A

## **Treasury Management Strategy Statement Minimum Revenue Provision Policy Statement and Annual Investment Strategy**

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**London Borough of Tower Hamlets  
2016/17**

## 1. **BACKGROUND**

1.1 The council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the council's low risk appetite, providing adequate liquidity primarily before considering investment return.

1.2 The second main function of the treasury management service is the funding of the council's capital plans. These capital plans provide a guide to the borrowing need of the council, essentially the longer term cash flow planning to ensure that the council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses.

1.3 CIPFA defines treasury management as:

*“The management of the local authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”*

1.4 **REPORTING REQUIREMENTS** -The council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.

I. **An annual treasury management strategy statement** (this report) – it covers:

- a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
- the capital plans (including prudential indicators);
- the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an investment strategy (the parameters on how investments are to be managed).

II. **A mid year treasury management report** – This will update members with the progress of the capital position, amending prudential indicators as necessary, and whether any policies require revision.

III. **A treasury outturn report** – This provides details of annual actual prudential and treasury indicators and annual actual treasury operations compared to the annual estimates within the strategy.

1.5 **SCRUTINY** - The above reports are required to be adequately scrutinised before being recommended to the council. This role is being undertaken by the Auditee Committee and or Cabinet.

1.6 **Treasury management consultants** - The council uses Capita Asset Services, Treasury solutions as its external treasury management advisors. The council recognises that responsibility for treasury management decisions remains with the organisation at all times and officers will ensure that undue reliance is not placed upon the external service providers.

1.7 **Training** - The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. Training will be arranged as required. The training needs of treasury management officers are periodically reviewed.

1.8 **TREASURY MANAGEMENT STRATEGY FOR 2016/17**

The strategy for 2016/17 covers two main areas:

**Capital issues**

- the minimum revenue provision (MRP) policy;
- the capital plans and the prudential indicators.

**Treasury management issues**

- prospects for interest rates;
- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the council;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy;
- service/policy investments.

1.9 These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, CLG MRP Guidance, the CIPFA Treasury Management Code and CLG Investment Guidance.

## 2. **MINIMUM REVENUE PROVISION (MRP) POLICY STATEMENT**

- 2.1 The council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the minimum revenue provision - MRP).
- 2.2 The Department of Communities and Local Government (DCLG) require Councils to establish a policy statement on the MRP and has published guidance on the four potential methodologies to be adopted.
- 2.3 The guidance distinguishes between supported borrowing which relates to assumed borrowing which is incorporated into the Government's Formula Grant calculation and consequently has an associated amount of government grant and unsupported borrowing. Unsupported borrowing is essentially prudential borrowing the financing costs of which have to be met by the council locally.
- 2.4 There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made pending finalisation of transitional arrangements following introduction of Self-Financing.
- 2.5 The DCLG guidance provides two options for the calculation of the MRP associated with each classes of borrowing.
- 2.6 The two options for the supported borrowing are variants of the existing statutory calculation which is based on 4% of the aggregate assumed borrowing for general fund capital investment - termed the Capital Financing requirement (CFR). The two options are:
- **Option 1** (Regulatory Method): To continue the current statutory calculation based on the gross CFR less a dampening factor to mitigate the impact on revenue budgets of the transition from the previous system. This calculation is further adjusted to repay debt transferred to the council when the Inner London Education Authority (ILEA) was abolished.
  - **Option 2** (Capital Financing Requirement Method): The statutory calculation without the dampener which will increase the annual charge to revenue budget.
- 2.7 The options purely relate to the timing of debt repayment rather than the gross amounts payable over the term of the loans. The higher MRP payable under option 2 will accelerate the repayment of debt.
- 2.8 It is recommended that because of budget constraints in the medium term the existing statutory calculation with the ILEA adjustment be adopted as the basis of the councils MRP relating to supported borrowing.
- 2.9 The guidance provides two options for the MRP relating to unsupported borrowing. The options are:-
- **Option 3** (Asset Life Method): To repay the borrowing over the estimated life of the asset with the provision calculated on either an equal instalment or annuity basis. This method has the advantage of simplicity and relating repayments to the period over which the asset is providing benefit.
  - **Option 4** (Depreciation Method): A calculation based on depreciation. This is extremely complex and there are potential difficulties in changing estimated life and residual values.

- 2.10 It is recommended that option 3 is adopted for unsupported borrowing.
- 2.11 The council is required under regulation 28 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 to determine for each financial year an amount of minimum revenue provision which it considers to be prudent.
- 2.12 **It is proposed that the council makes Minimum Revenue Provision using Option 1 (Regulatory Method) for supported borrowing and Option 3 (Asset Life Method) for unsupported borrowing.**

### **THE CAPITAL PRUDENTIAL INDICATORS 2016/17 – 2018/19**

- 3.1 Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.
- 3.2 **Capital expenditure** - This prudential indicator is a summary of the council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts:

<b>Capital expenditure £m</b>	<b>2014/15 Actual</b>	<b>2015/16 Revised Estimate</b>	<b>2016/17 Estimate</b>	<b>2017/18 Estimate</b>	<b>2018/19 Estimate</b>
Adults' Services	0.281	0.401	5.046	0.750	-
Children's Services	15.174	16.177	31.675	8.000	-
Communities, Localities & Culture	7.114	10.031	12.348	2.876	2.130
Building Schools for the Future	11.673	1.014	-	-	-
Development & Renewal (Non Housing)	11.289	3.571	5.676	-	-
Corporate	9.496	0.350	34.000	0.500	-
Housing – Non HRA	1.212	2.224	0.730	0.000	0.000
<b>Total Non-HRA</b>	<b>56.238</b>	<b>33.768</b>	<b>89.475</b>	<b>12.126</b>	<b>2.130</b>
Housing - HRA	76.852	83.732	138.315	39.531	56.667
<b>Total HRA</b>	<b>76.852</b>	<b>83.732</b>	<b>138.315</b>	<b>39.531</b>	<b>56.667</b>
<b>Total</b>	<b>133.090</b>	<b>117.500</b>	<b>227.790</b>	<b>51.657</b>	<b>58.797</b>

- 3.3 **Other long term liabilities** - The above financing need excludes other long term liabilities, such as PFI and leasing arrangements which already include borrowing instruments.
- 3.4 The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

<b>Capital expenditure £m</b>	<b>2014/15 Actual</b>	<b>2015/16 Revised Estimate</b>	<b>2016/17 Estimate</b>	<b>2017/18 Estimate</b>	<b>2018/19 Estimate</b>
Non-HRA	56.238	33.768	89.475	12.126	2.130
HRA	76.852	83.732	138.315	39.531	56.667
<b>Total</b>	<b>133.090</b>	<b>117.500</b>	<b>227.790</b>	<b>51.657</b>	<b>58.797</b>

<b>Financed by:</b>					
<i>Grant</i>	(76.441)	(42.754)	(33.546)	(10.150)	(2.130)
<i>Major Repairs Allowance</i>	(9.940)	(37.565)	(32.860)		
<i>Schools Contribution</i>	(0.810)	(1.258)	(0.198)		
<i>Capital Receipts</i>	(8.548)	(3.242)	(45.449)	(12.786)	(17.000)
<i>S106 (Developers Contributions)</i>	(7.839)	(10.076)	(48.566)	(1.476)	
<i>Supported Capital Expenditure</i>	(3.300)				
<i>Revenue (GF)</i>	(4.361)	(0.844)	(2.000)		
<i>Reserve</i>	(4.493)	(19.593)	(48.761)	(15.078)	
<i>HRA</i>	(7.719)	(1.768)	(3.400)	(0.500)	
<b>Total Financed</b>	<b>(123.451)</b>	<b>(117.100)</b>	<b>(214.780)</b>	<b>(39.990)</b>	<b>(19.130)</b>
<b>Prudential Borrowing</b>	<b>9.639</b>	<b>0.400</b>	<b>13.010</b>	<b>11.667</b>	<b>39.667</b>

- 3.5 **The council's borrowing need (the Capital Financing Requirement)** - The second prudential indicator is the council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR. The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each asset's life.

**The council is asked to approve the CFR projections below:**

£m	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
<b>Capital Financing Requirement</b>					
CFR – housing	69.675	67.407	77.950	87.302	124.656
CFR – non housing	157.842	153.142	148.275	143.295	138.348
<b>Total CFR</b>	<b>227.517</b>	<b>220.549</b>	<b>226.225</b>	<b>230.598</b>	<b>263.003</b>
<b>Movement in CFR</b>		<b>(6.969)</b>	<b>5.676</b>	<b>4.373</b>	<b>32.406</b>

<b>Movement in CFR represented by</b>					
Net financing need for the year (above)	9.639	0.400	13.010	11.667	39.667
Less MRP/VRP and other financing movements	(9.639)	(7.369)	(7.334)	(7.294)	(7.261)
<b>Movement in CFR</b>	<b>0.000</b>	<b>(6.969)</b>	<b>5.676</b>	<b>4.373</b>	<b>32.406</b>

- 3.6 The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the council's overall finances.
- 3.7 The council has set the following **affordability prudential indicators** as prescribed by the code and these are set out below and detailed in Appendix 1.

- 3.8 **Ratio of financing costs to net revenue stream** - This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream. The estimates of financing costs include current commitments and the proposals in this budget report.

%	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Non-HRA	1.39%	0.00%	0.00%	0.00%	0.00%
HRA	3.70%	3.67%	4.36%	4.97%	6.95%

- 3.9 **Incremental impact of capital investment decisions on council tax** - This indicator identifies the revenue costs associated with proposed changes to the three year capital programme recommended in this budget report compared to the council's existing approved commitments and current plans. The assumptions are based on the budget, but will invariably include some estimates, such as the level of Government support, which are not published over a three year period.

£	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
<b>Council tax - band D (per annum)</b>	67.32	71.87	78.56	82.54	86.71

- 3.10 **Estimates of the incremental impact of capital investment decisions on housing rent levels** - Similar to the council tax calculation, this indicator identifies the trend in the cost of proposed changes in the housing capital programme recommended in this budget report compared to the council's existing commitments and current plans, expressed as a discrete impact on weekly rent levels. This indicator shows the revenue impact on any newly proposed changes, although any discrete impact will be constrained by rent controls.

£	2013/14 Actual	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate
<b>Weekly housing rent levels</b>	5.18	5.36	6.448	7.364	10.382

#### 4. **PROSPECTS FOR INTEREST RATES**

- 4.1 The borrowing and investment strategy is in part determined by the economic environment within which it operates. The treasury advisor to the council is Capita Asset Services and part of their service is to assist the council to formulate a view on interest rates. The following table gives Capita's overall view on interest rates for the next three years.

Annual Average %	Bank Rate %	PWLB Borrowing Rates % (including certainty rate adjustment)			
		5 year	10 Year	25 year	50 year
Dec 2015	0.50	2.30	2.90	3.60	3.50
Mar 2016	0.50	2.40	3.00	3.70	3.60
Jun 2016	0.75	2.60	3.10	3.80	3.70
Sep 2016	0.75	2.70	3.20	3.90	3.80
Dec 2016	1.00	2.80	3.30	4.00	3.90
Mar 2017	1.00	2.80	3.40	4.10	4.00
Jun 2017	1.25	2.90	3.50	4.10	4.00
Sep 2017	1.50	3.00	3.60	4.20	4.10
Dec 2017	1.50	3.20	3.70	4.30	4.20
Mar 2018	1.75	3.30	3.80	4.30	4.20
Jun 2018	1.75	3.40	3.90	4.40	4.30
Sep 2018	2.00	3.50	4.00	4.40	4.30
Dec 2018	2.00	3.50	4.10	4.40	4.30
Mar 2019	2.00	3.60	4.10	4.50	4.40

- 4.2 **UK** - UK GDP growth rates in 2013 of 2.2% and 2.9% in 2014 were the strongest growth rates of any G7 country; the 2014 growth rate was also the strongest UK rate since 2006 and the 2015 growth rate is likely to be a leading rate in the G7 again, probably being second to the US. However, quarter 1 of 2015 was weak at +0.4% (+2.9% y/y) though there was a rebound in quarter 2 to +0.7% (+2.4% y/y) before weakening again to +0.5% (2.3% y/y) in quarter 3.
- 4.3 The November Bank of England Inflation Report included a forecast for growth to remain around 2.5 – 2.7% over the next three years, driven mainly by strong consumer demand as the squeeze on the disposable incomes of consumers has been reversed by a recovery in wage inflation at the same time that CPI inflation has fallen to, or near to, zero since February 2015. Investment expenditure is also expected to support growth. However, since the August Inflation report was issued, most worldwide economic statistics have been weak and the November Inflation Report flagged up particular concerns for the potential impact on the UK.
- 4.4 The Inflation Report was also notably subdued in respect of the forecasts for inflation; this was expected to barely get back up to the 2% target within the 2-3 year time horizon. The increase in the forecast for inflation at the three year horizon was the biggest in a decade and at the two year horizon was the biggest since February 2013.
- 4.5 However, the first round of falls in oil, gas and food prices over late 2014 and also in the first half 2015, will fall out of the 12 month calculation of CPI during late 2015 / early 2016 but a second, more recent round of falls in fuel prices will now delay a significant tick up in inflation from around zero: this is now expected to get back to around 1% in the second half of 2016 and not get to near 2% until 2017, though the forecasts in the



Report itself were for an even slower rate of increase. There is considerable uncertainty around how quickly pay and CPI inflation will rise in the next few years and this makes it difficult to forecast when the MPC will decide to make a start on increasing Bank Rate.

- 4.6 **USA** - The American economy made a strong comeback after a weak first quarter's growth at +0.6% (annualised), to grow by no less than 3.9% in quarter 2 of 2015, but then pulled back to 2.1% in quarter 3. The run of strong monthly increases in nonfarm payrolls figures for growth in employment in 2015 has prepared the way for the Fed. to embark on its long awaited first increase in rates of 0.25% at its December meeting. However, the accompanying message with this first increase was that further increases will be at a much slower rate, and to a much lower ultimate ceiling, than in previous business cycles, mirroring comments by our own MPC.
- 4.7 **Eurozone (EZ)** - In the Eurozone, the ECB fired its big bazooka in January 2015 in unleashing a massive €1.1 trillion programme of quantitative easing to buy up high credit quality government and other debt of selected EZ countries. This programme of €60bn of monthly purchases started in March 2015 and it is intended to run initially to September 2016. This appears to have had a positive effect in helping a recovery in consumer and business confidence and a start to an improvement in economic growth.
- 4.8 GDP growth rose to 0.5% in quarter 1 2015 (1.0% y/y) but came in at +0.4% (+1.5% y/y) in quarter 2 and +0.3% in quarter 3. However, this lacklustre progress in 2015 together with the recent downbeat Chinese and emerging markets news, has prompted comments by the ECB that it stands ready to strengthen this programme of QE by extending its time frame and / or increasing its size in order to get inflation up from the current level of around zero towards its target of 2% and to help boost the rate of growth in the EZ.
- 4.9 **Greece** - During July, Greece finally capitulated to EU demands to implement a major programme of austerity and is now cooperating fully with EU demands. An €86bn third bailout package has since been agreed though it did nothing to address the unsupportable size of total debt compared to GDP. However, huge damage has been done to the Greek banking system and economy by the resistance of the Syriza Government, elected in January, to EU demands. The surprise general election in September gave the Syriza government a mandate to stay in power to implement austerity measures. However, there are major doubts as to whether the size of cuts and degree of reforms required can be fully implemented and so Greek exit from the euro may only have been delayed by this latest bailout.
- 4.10 **Portugal and Spain** - The general elections in September and December respectively have opened up new areas of political risk where the previous right wing reform-focused pro-austerity mainstream political parties have lost power. A left wing / communist coalition has taken power in Portugal which is heading towards unravelling previous pro austerity reforms. This outcome could be replicated in Spain. This has created nervousness in bond and equity markets for these countries which has the potential to spill over and impact on the whole Eurozone project.
- 4.11 In conclusion investment returns are likely to remain relatively low during 2016/17 and beyond;
- a) Borrowing interest rates have been highly volatile during 2015 as alternating bouts of good and bad news have promoted optimism, and then pessimism, in financial markets.

- b) Gilt yields have continued to remain at historically phenomenally low levels during 2015. The policy of avoiding new borrowing by running down spare cash balances, has served the council well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in later times, when the council will not be able to avoid new borrowing to finance new capital expenditure and/or to refinance maturing debt;
- c) In light of the above, there will remain a cost of carry to any new borrowing which causes an increase in investments as this will incur a revenue loss between borrowing costs and investment returns.

## 5. **TREASURY MANAGEMENT CONSIDERATIONS AND DEVELOPMENT**

- 5.1 The treasury management function ensures that the council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The council anticipates its fund balances in 2016/17 to average around £300m, if we persist with the policy of internal borrowing to fund the council's underlying need to borrow.
- 5.2 The Pension Fund surplus cash will continue to be invested in accordance with the council's Treasury Management Strategy agreed by Full Council, under the delegated authority of the Corporate Director Resources to manage within agreed parameters.
- 5.3 The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.
- 5.4 **Core funds and expected investment balances** – The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales, etc.).

Detailed below are estimates of the year end balances of investments.

<b>Year End Resources</b>	<b>2014/15 Actual</b>	<b>2015/16 Projected Outturn</b>	<b>2016/17 Estimate</b>	<b>2017/18 Estimate</b>	<b>2018/19 Estimate</b>
Expected Investments	£385.9m	£350m	£300m	£250m	£200m

- 5.5 **Current portfolio position** - The council's treasury portfolio position at 31 March 2015, with forward projections are summarised below. The table shows the actual external debt (the treasury management operations), against the underlying capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

£m	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
<b>External Debt</b>					
Debt at 1 April	89.564	88.893	88.928	100.048	109.810
Expected change in Debt	(0.842)	(0.671)	(0.365)	(1.890)	(1.505)
New borrowing	9.639	0.400	13.010	11.667	39.667
Other long-term liabilities (OLTL)	39.410	38.472	37.508	36.303	34.956
Expected change in OLTL	(0.938)	(0.938)	(0.964)	(1.205)	(1.347)
<b>Actual gross debt (Inc. PFI) at 31 March</b>	<b>136.833</b>	<b>126.156</b>	<b>138.117</b>	<b>144.923</b>	<b>181.581</b>
<b>The Capital Financing Requirement (Inc. PFI)</b>	<b>227.517</b>	<b>220.549</b>	<b>226.225</b>	<b>230.598</b>	<b>263.003</b>
<b>Under / (over) borrowing</b>	<b>90.685</b>	<b>94.393</b>	<b>88.108</b>	<b>85.675</b>	<b>81.422</b>

- 5.6 Within the prudential indicators there are a number of key indicators to ensure that the council operates its activities within well-defined limits. One of these is that the council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2016/17 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.
- 5.7 The Corporate Director of Resources reports that the council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.
- 5.8 **Treasury Indicators: limits to borrowing activity for 2015-16 to 2018-19** Treasury indicators are about setting parameters within which officers can take treasury management decisions. The council has set the following treasury indicators as prescribed by the Code and these are set out below and also detailed in Appendix 1:

- **Authorised Limit for External Debt** – The upper limit on the level of gross external debt permitted. It must not be breached without Full Council approval.

**The council is asked to approve the following authorised limit:**

Authorised limit £m	2015/16 Projected Outturn	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Borrowing & OLTL	245.549	251.225	255.598	288.003
Headroom	20.000	20.000	20.000	20.000
<b>Total</b>	<b>265.549</b>	<b>271.225</b>	<b>275.598</b>	<b>308.003</b>

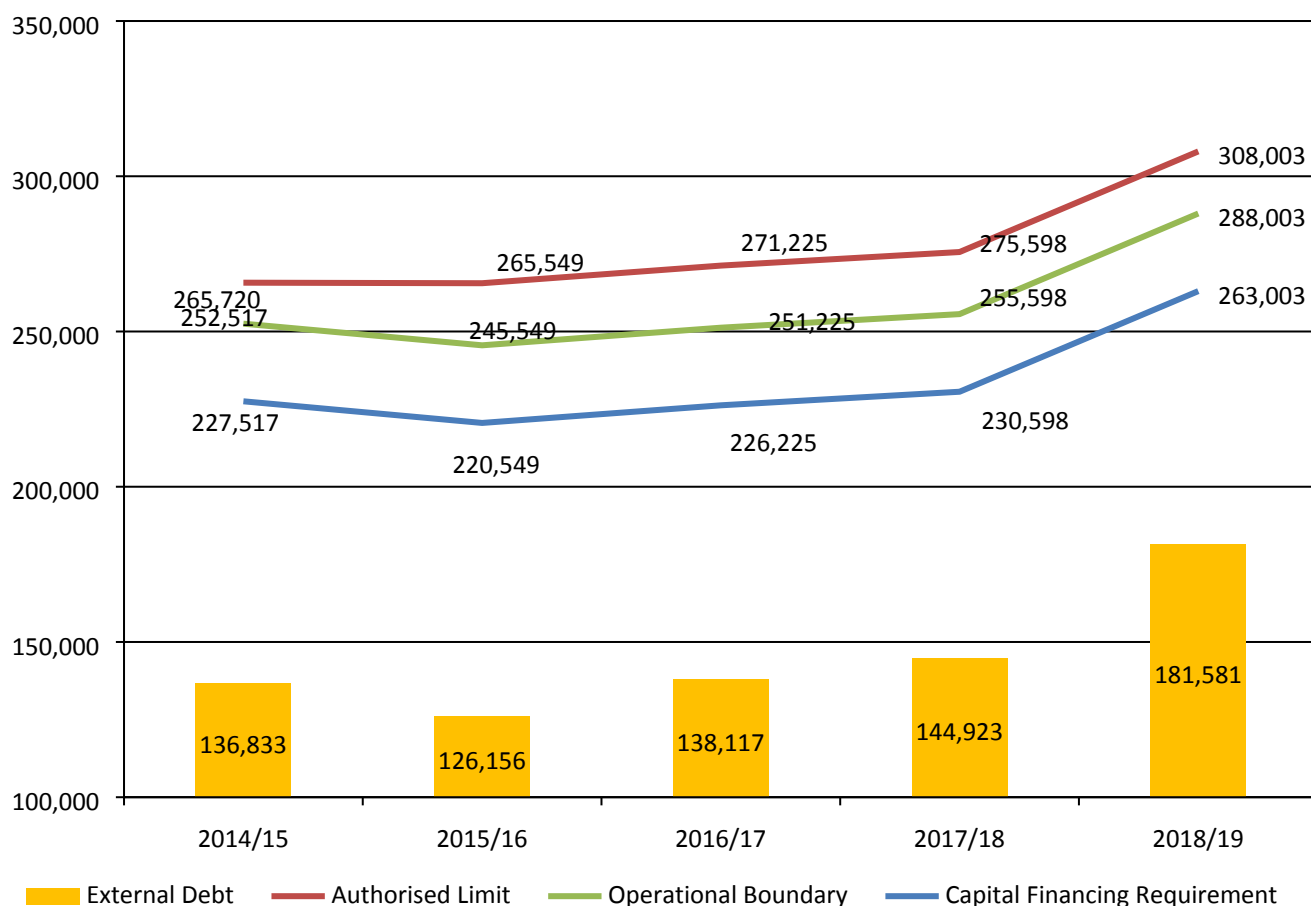
- **Operational Boundary for External Debt** – Most likely and prudent view on the level of gross external debt requirement. Debt includes external borrowings and other long term liabilities.

Operational Boundary £m	2015/16 Projected Outturn	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Debt	207.077	213.717	219.295	253.047
Other long term liabilities	38.472	37.508	36.303	34.956
<b>Total</b>	<b>245.549</b>	<b>251.225</b>	<b>255.598</b>	<b>288.003</b>

- HRA Debt Limit** – The HRA Self Financing regime came into effect on 1 April 2012. The new regime imposes a maximum HRA CFR on the council. For the council this has been set at £184m following repayment of HRA debt totalling £236.2m by Government as part of debt settlement that preceded the implementation of the HRA Self Financing regime. In 2014, As part of the Local Growth Fund LBTH were awarded £8.225m of additional HRA borrowing capacity, so in effect the HRA debt cap will go up from £184m to £192m.

HRA Debt Limit £m	2015/16 Projected Outturn	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
HRA debt cap	192.000	192.000	192.000	192.000
HRA CFR	67.407	77.950	87.302	124.656
<b>HRA Headroom</b>	<b>124.593</b>	<b>114.050</b>	<b>104.698</b>	<b>67.344</b>

### LB Tower Hamlets Prudential Indicator Graph for 2016/17



## **Investment returns expectations**

- 5.9 Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).
- 5.10 Policy Rate is forecast to remain unchanged at 0.5% before starting to rise from quarter 2 of 2016. Bank Rate forecasts for financial year ends (March) are:
- 2016/17 1.00%
  - 2017/18 1.50%
  - 2018/19 2.00%
- 5.11 There are downside risks to these forecasts (i.e. start of increases in Bank Rate occurs later) if economic growth weakens. However, should the pace of growth quicken, there could be an upside risk.
- 5.12 The suggested budgeted investment earnings rates for returns on investments placed for periods up to 100 days during each financial year for the next three years are as follows:
- 2016/17 0.90%
  - 2017/18 1.50%
  - 2018/19 2.00%
- 5.13 **Investment treasury indicator and limit** - total principal funds invested for greater than 1 year. These limits are set with regard to the council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.
- 5.14 **Investments Longer than a Year:** The Code of Practice requires the council to give consideration to longer-term investment and set an upper limit for principal sums to be invested for longer than one year. The council currently has £25m of investments invested for longer than one year.
- 5.16 Therefore taking all of the foregoing into consideration, to allow the council flexibility to invest in high quality counterparties such, as the UK Government, it is recommended that the council set an upper limit for principal sums to be invested for longer than one year at £50 million for 2016/17, £50 million for 2017/18, £50 million for 2018/19, £40 million for 2019/20 and £40m for 2020/21.

### **The council is asked to approve the treasury indicator and limit: -**

<b>Maximum principal sums invested &gt; 1 year</b>			
<b>£m</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
Principal sums invested > 1 year	£50m	£50m	£50m

- 5.17 For its cash flow generated balances, the council will seek to utilise money market funds and short-dated deposits (overnight to 100 days), such as its Santander 95 days call account in order to benefit from the compounding of interest.
- 5.18 **Provision for Credit-related Losses** - If any of the council's investments appear at risk of loss due to default, provision would need to be made from revenue for the appropriate amount. The council has no exposure to any banking failure.

## 6. **BORROWING STRATEGY**

- 6.1 The council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is relatively high.
- 6.2 Against this background and the risks within the economic forecast, caution will be adopted with the 2016/17 treasury operations. The Corporate Director Resources will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:
- if it was felt that there was a significant risk of a sharp FALL in long and short term rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
  - if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising from a greater than expected increase in the anticipated rate to US tapering of asset purchases, or in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates are still lower than they will be in the next few years.
- 6.3 Any decisions will be reported to the Cabinet and the full Council at the next available opportunity.
- 6.4 The council's borrowing strategy will give consideration to new borrowing in the following order of priority: -
- The cheapest borrowing will be internal borrowing by running down cash balances and foregoing interest earned at historically low rates. However, in view of the overall forecast for long term borrowing rates to increase over the next few years, consideration will also be given to weighing the short term advantage of internal borrowing against potential long term costs if the opportunity is missed for taking loans at long term rates which will be higher in future years.
  - Temporary borrowing from the money markets or other local authorities
  - PWLB variable rate loans for up to 10 years
  - Short dated borrowing from non PWLB below sources
  - Long term fixed rate market loans at rates significantly below PWLB rates for the equivalent maturity period (where available) and to maintaining an appropriate balance between PWLB and market debt in the debt portfolio.
  - PWLB borrowing for periods under 10 years where rates are expected to be significantly lower than rates for longer periods. This offers a range of options for new borrowing which will spread debt maturities away from a concentration in longer dated debt
- 6.5 The council will continue to borrow in respect of the following:
- Maturing debt (net of minimum revenue provision).
  - Approved unsupported (prudential) capital expenditure.

- To finance cash flow in the short term.
- 6.6 The type, period, rate and timing of new borrowing will be determined by the Corporate Director Resources under delegated powers, taking into account the following factors:

- Expected movements in interest rates as outlined above.
- Current maturity profile.
- The impact on the medium term financial strategy.
- Prudential indicators and limits.

6.7 **Treasury management limits on borrowing activity** - There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- **Upper limits on variable interest rate exposure** - This identifies a maximum limit for variable interest rates based upon the debt position net of investments
- **Upper limits on fixed interest rate exposure** - This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- **Maturity structure of borrowing** - These gross limits are set to reduce the council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

**The council is asked to approve the following treasury indicators and limits:**

	2016/17	2017/18	2018/19
<b>Interest rate exposures</b>			
	<b>Upper %</b>	<b>Upper %</b>	<b>Upper %</b>
<b>Limits on fixed interest rates based on net debt</b>	100	100	100
<b>Limits on variable interest rates based on net debt</b>	50	50	50
<b>Limits on fixed interest rates:</b>			
• <i>Debt only</i>	100	100	100
• <i>Investments only</i>	100	100	100
<b>Limits on variable interest rates</b>			
• <i>Debt only</i>	20	20	20
• <i>Investments only</i>	20	20	20
<b>Maturity structure of fixed interest rate borrowing 2016/17</b>			
	<b>Lower</b>	<b>Upper</b>	
Under 12 months	0%	10%	
12 months to 2 years	0%	30%	
2 years to 5 years	0%	40%	
5 years to 10 years	0%	80%	
10 years and above	0%	100%	

<b>Maturity structure of variable interest rate borrowing 2016/17</b>		
	<b>Lower</b>	<b>Upper</b>
Under 12 months	0%	100%
12 months to 2 years	0%	100%
2 years to 5 years	0%	100%
5 years to 10 years	0%	100%
10 years and above	0%	100%

- 6.8 **Policy on borrowing in advance of need** - The council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the council can ensure the security of such funds.
- 6.9 Borrowing in advance will be made within the constraints that:
- It will be limited to no more than 75% of the expected increase in borrowing need (CFR) over the three year planning period; and
  - Would not look to borrow more than 12 months in advance of need.
- 6.10 Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual outturn reporting mechanism.
- 6.11 **Debt rescheduling** - As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).
- 6.12 The reasons for any rescheduling to take place will include:
- the generation of cash savings and / or discounted cash flow savings;
  - helping to fulfil the treasury strategy;
  - enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).
- 6.13 Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.
- 6.14 All rescheduling will be reported to the Cabinet and Council, at the earliest meeting following its implementation.



## **7. ANNUAL INVESTMENT STRATEGY**

- 7.1 **Changes to Credit Rating Methodology:** The main rating agencies (Fitch, Moody's and Standard & Poor's) have, through much of the financial crisis, provided some institutions with a ratings "uplift" due to implied levels of sovereign support. Commencing in 2015, in response to the evolving regulatory regime, all three agencies have begun removing these "uplifts" with the timing of the process determined by regulatory progress at the national level. The process has been part of a wider reassessment of methodologies by each of the rating agencies. In addition to the removal of implied support, new methodologies are now taking into account additional factors, such as regulatory capital levels. In some cases, these factors have "netted" each other off, to leave underlying ratings either unchanged or little changed. A consequence of these new methodologies is that they have also lowered the importance of the (Fitch) Support and Viability ratings and have seen the (Moody's) Financial Strength rating withdrawn by the agency.
- 7.2 In keeping with the agencies' new methodologies, the rating element of our advisers credit assessment process now focuses solely on the Short and Long Term ratings of an institution. While this is the same process that has always been used for Standard & Poor's, this has been a change in the use of Fitch and Moody's ratings. It is important to stress that the other key elements to the process, namely the assessment of Rating Watch and Outlook information as well as the Credit Default Swap (CDS) overlay have not been changed.
- 7.3 The evolving regulatory environment, in tandem with the rating agencies' new methodologies also means that sovereign ratings are now of lesser importance in the assessment process. Where through the crisis, clients typically assigned the highest sovereign rating to their criteria, the new regulatory environment is attempting to break the link between sovereign support and domestic financial institutions. While this authority understands the changes that have taken place, it will continue to specify a minimum sovereign rating of AAA. This is in relation to the fact that the underlying domestic and where appropriate, international, economic and wider political and social background will still have an influence on the ratings of a financial institution.
- 7.4 It is important to stress that these rating agency changes do not reflect any changes in the underlying status or credit quality of the institution. They are merely reflective of a reassessment of rating agency methodologies in light of legislated and future expected changes to the regulatory environment in which financial institutions operate.
- 7.5 While some banks have received lower credit ratings as a result of these changes, this does not mean that they are suddenly less credit worthy than they were formerly. Rather, in the majority of cases, this mainly reflects the fact that implied sovereign government support has effectively been withdrawn from banks. They are now expected to have sufficiently strong balance sheets to be able to withstand foreseeable adverse financial circumstances without government support. In fact, in many cases, the balance sheets of banks are now much more robust than they were before the 2008 financial crisis when they had higher ratings than now. However, this is not universally applicable, leaving some entities with modestly lower ratings than they had through much of the "support" phase of the financial crisis.
- 7.6 **Investment policy** - The council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes

("the CIPFA TM Code"). The council's investment priorities will be security first, liquidity second, then return.

- 7.7 in order to minimise the risk to investments, the council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk.
- 7.8 Continuing regulatory changes in the banking sector are designed to see greater stability, lower risk and the removal of expectations of Government financial support should an institution fail. This withdrawal of implied sovereign support is anticipated to have an effect on ratings applied to institutions. This will result in the key ratings used to monitor counterparties being the Short Term and Long Term ratings only. Viability, Financial Strength and Support Ratings previously applied will effectively become redundant. This change does not reflect deterioration in the credit environment but rather a change of method in response to regulatory changes.
- 7.9 As with previous practice, ratings will not be the sole determinant of the quality of an institution and that it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. The council will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.
- 7.10 Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
- 7.11 Investment instruments identified for use in the financial year are listed in section 13.9 and 13.10, under the 'specified' and 'non-specified' investments categories.
- 7.12 **In summary** – considering the factors set out in Paragraphs 5 to 7, the recommended Investment Strategy is that:
- I. The cash balances, not immediately required to finance expenditure, are lent to the money market for the most appropriate periods as indicated by the cash flow model and current market and economic conditions;
  - II. Liquidity is maintained by the use of overnight deposits, MMF and call accounts;
  - III. The minimum amount of short-term cash balances required to support monthly cash flow management is £75 million;
  - IV. The upper limit for investments longer than one year is £50 million;
  - V. The maximum period for longer term lending is 5 years;
  - VI. All investment with institutions and investment schemes is undertaken in accordance with the council's creditworthiness criteria as set out at section 13;
  - VII. More cautious investment criteria are maintained during times of market uncertainty;
  - VIII. All investment with institutions and investment schemes is limited to the types of investment set out under the council's approved "Specified" and "Non-Specified" Investments detailed at section 13, and that professional advice continues to be sought where appropriate;
  - IX. All investment is managed within the council's approved investment/asset class limits.

## Creditworthiness Policy

- 7.13 The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the council will ensure that:
- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections below; and
  - It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the council's prudential indicators covering the maximum principal sums invested.
- 7.14 The Corporate Director Resources will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to that which determines which types of investment instrument are either specified or non-specified as it provides an overall pool of counterparties considered high quality which the council may use, rather than defining what types of investment instruments are to be used.
- 7.15 The minimum rating criteria uses the lowest common denominator method of selecting counterparties and applying limits. This means that the application of the council's minimum criteria will apply to the lowest available rating for any institution. For instance, if an institution is rated by two agencies, one meets the council's criteria, the other does not, and the institution will fall outside the lending criteria.
- 7.16 Credit rating information is supplied by Capita Asset Services, the council treasury consultants, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating watches (notification of a likely change), rating outlooks (notification of a possible longer term change) are provided to officers almost immediately after they occur and this information is considered before dealing. This does not apply to the unrated building societies or banks whereby they are selected based on enhanced credit analysis.
- 7.17 The criteria for providing a pool of high quality investment counterparties (both specified and non-specified investments) are:
- 1) Banks with good credit quality – the council will only use banks which:
    - i. are UK banks; and/or
    - ii. are non-UK and domiciled in a country which has a minimum sovereign Long Term rating of AAAAnd have, as a minimum, the following Fitch, Moody's and Standard and Poor's credit ratings (where rated):
    - i. Short Term – 'F1'
    - ii. Long Term – 'A-'(N.B. Viability, Financial Strength and Support ratings have been removed and will not be considered in choosing counterparties.)

- 2) Part nationalised UK banks – Lloyds Banking Group and Royal Bank of Scotland. These banks can be included if they continue to be part nationalised or they meet the ratings in Bank above.
- 3) The council’s own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time.
- 4) Bank subsidiary and treasury operation - The council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.
- 5) Unrated/Challengers Banks – The council will use unrated banks with assets in excess of £1.5bn. When investing with such institution, the council will carry out an enhanced credit analysis in understanding the institution, its financials and credit capabilities.
  - I. The “RAG” framework will be used for Building societies as well as Banks, for the council to evaluate and compare security and liquidity of investment opportunities.
  - II. The “RAG” (Red, Amber or Green) indicator framework is generally used to identify the strength of a company’s financial numbers.
  - III. For example, all the financials there will be pre-set categories which will classify institutions outcomes as Red, Amber or Green. These pre-set categories are industry dependent; e.g. a retail company is expected to generate higher cash flow than a bank.
- 6) Building societies - The council will use all building societies in the UK which:
  - iii. Meet the ratings for banks outlined above;
  - iv. Have assets in excess of £1.5bn;  
or meet both criteria.
- 7) Money market funds – AAA
- 8) Enhanced money market funds (EMMFs) – AAA
- 9) Certificates of Deposits
- 10) Corporate Bonds
- 11) Covered Bonds
- 12) UK Government (including gilts, treasury bills and the Debt management Account Deposit Facility, (DMADF))
- 13) Local authorities, parish councils, Police and Fire Authorities
- 14) Supranational institutions

7.18 **The council is asked to approve the minimum credit rating required for an institution to be included in the council’s counterparty list as follows:**

Agency	Long-Term	Short-Term
Fitch	A-	F1
Moody’s	A3	P-1
Standard & Poor’s	A-	A-1
Sovereign Rating	AAA	

Money Market Fund	AAA
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7.19 **Country and Product considerations** - Due care will be taken to consider the country, group and sector exposure of the council's investments. In part, the country selection will be chosen by the credit rating of the sovereign state in Banks above. In addition:

- No more than a maximum amount of £75m or 25% of the investments portfolio will be placed with any individual non-UK country with AAA sovereign rating at any time;
- limits in place above will apply to a group of institutions within a non UK country;
- Product limits will be monitored regularly for appropriateness.

7.20 **Use of additional information other than credit ratings** – Additional requirements under the Code requires the council to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information are for example Credit Default Swaps, negative rating watches/outlooks, these will be applied to compare the relative security of differing investment counterparties.

#### **Time and monetary limits applying to investments**

7.21 **Specified Investments:** It is recommended that the council should make Specified investment as detailed below, all such investments will be sterling denominated, with maturities up to maximum of 1 year, meeting the minimum 'high credit' quality criteria where applicable. The council will continue its policy of lending surplus cash to counterparties that have high credit ratings, defining 'high credit rating' as being F1 Fitch short-term and A- long-term credit rating or equivalent Moody's or Standard and Poor's rating.

	<b>Fitch Long term Rating (or equivalent)</b>	<b>Money Limit</b>	<b>Time Limit</b>
Term Deposits (Banks - higher quality)	<i>Short-term F1+, Long-term AA</i>	£30m	1 year
Term Deposits (Banks – medium (high) quality)	<i>Short-term F1, Long-term A+</i>	£25m	1 year
Term Deposits (Banks – medium (low) quality)	<i>Short-term F1, Long-term A</i>	£20m	1 year
Term Deposits (Banks - lower quality)	<i>Short-term F1, Long-term A-</i>	£10m	6 months
Banks - part nationalised (per group)	N/A	£70m	1 year
Council's banker (not meeting lending criteria)	XXX	£25m	1 day
DMADF	N/A	unlimited	6 months
Local authorities	N/A	£20m	1 year
Treasury Bills	Long Term AAA	No Limit	1 year
UK Government Gilts	N/A	No Limit	1 year
Covered Bonds	Long Term AAA	£25m	1 year
Non-UK Government Bonds	Sovereign AAA Long Term AAA	£25m	1 year
Certificates of Deposits	As Term Deposits above	As Term Deposits above	As Term Deposits above
Corporate Bond Funds	As Term Deposits above	As Term Deposits above	As Term Deposits above
<b>Collective Investment Schemes structured as Open Ended Investment Companies (OEICs)</b>			
	<b>Fund rating</b>	<b>Money Limit (per fund)</b>	<b>Time Limit</b>
Money market funds (Sterling)	AAA	£25m	liquid
Enhanced Cash Funds	AAA/V1	£20m	liquid
Cash Funds	AAA	£20m	liquid
Bond Funds	AAA	£20m	liquid

**Non-Specified Investments:**

- 7.22 All investments that do not qualify as specified investments are termed non-specified investments. The table below details the total percentage of the Annual Principal Sums that can be Invested for more than 1 year and can be held in each category of investment, for example 100% of the Principal Sums limit can be held with the UK Government at any one time.
- 7.23 **Unrated banks, building societies and other institutions** are classed as non-specified investments irrespective of the investment period. When investing with this institution, the council will carry out an enhanced credit analysis in understanding the institution, its financials and credit capabilities.
- 7.24 The “RAG” (Red, Amber or Green) framework will be used by the council to evaluate and compare the security and liquidity elements of investment opportunities with unrated institutions as deemed appropriate.
- 7.25 The “RAG” indicator framework is generally used to identify the strength of a company’s financial numbers. For example, all for the financial sector there will be pre-set categories which will classify institutions outcomes as Red, Amber or Green. These pre-set categories are industry dependent; e.g. a retail company is expected to generate higher cash flow than a bank.

**In assessing investment opportunities with unrated UK Banks, Building Societies and other Institutions the council will look at the following metrics:**

Ratio	Red	Amber	Green
Total Debt / Equity	<5	5-10	>10
Net Interest Margin	<0	0-1.5	>1.5
CET1 Ratio	<9	9-13%	>13%
Capital Adequacy Ratio	<0	10-12%	>12%
Total Capital Ratio	<8	8-14%	>14%

Ratio	Red	Amber	Green
Tangible Equity Ratio	<3	3-5	>5
Loan to Deposit Ratio	>110	100-110	<100
Non-performing loan Ratio	>5	2-5	<2
Return on Equity	<0%	0-10%	>10%
Dividend yield	0-8%	8-12%	>12%
P/E Ratio	<0	0-10	>10%

- 7.26 Whilst the council look for as many ‘greens’ as possible, a balance of ratios that indicate long-term solvency and ability for the institution to service and repay debts is most important.

**Minimum Criteria for considering Unrated Institutions with money and time limits:**

	<b>Institution Assets Value</b>	<b>Money Limit</b>	<b>Time Limit</b>
Unrated UK Building Societies & Challenger Banks with assets in excess of:	£1.5bn £2.0bn	£3m £5m	6 months 12 months

- 7.27 It is considered that the maximum nominal value of overall investments that the council should hold for more than 1 year and less than 5 years is £50m. (Investments with maturity over a year) The prudential indicator figure of £50m is therefore recommended.

**The credit criteria for non-specified investments are detailed in the table below:**

<b>Institution</b>	<b>Fitch Long term Rating (or Equivalent)</b>	<b>Time Limit</b>	<b>Monetary Limit</b>
Term deposits – Banks and Building Societies	Short-term F1+, Long-term AA-	3 years	£25m
Structured Deposits: Fixed term deposits with variable rate and variable maturities	Short-term F1+, Long-term AA-	3 years	£25m
Part Nationalised or Wholly Owned UK Banks	N/A	3 years	£25m
Certificates of Deposits	Short-term F1+, Long-term AA-	3 years	£25m
Corporate Bonds	Short-term F1+, Long-term AA-	5 years	£25m
Covered Bonds	Long Term AAA	5 years	£25m
UK Government Gilts	N/A	5 years	100% of Investment Portfolio

**The council is asked to approved the above criteria for specified and all non-specified investments.**

- 7.28 Country limits - The council has determined that it will only use approved counterparties from non UK countries with a minimum sovereign credit rating of AAA from Fitch (or equivalent). A counterparty list will be compiled based on this sovereign rating of AAA and in accordance with the council's minimum credit rating criteria policy for institutions and qualified institutions will be added to this list, and unqualified institutions will be removed from the list, by officers as deemed appropriate. Please see Appendix 3 for qualified countries and their institutions as of 12/01/2016.



## **APPENDICES**

*Appendix 1 – Prudential and Treasury Indicators*

*Appendix 2 – Definition of Credit Ratings*

*Appendix 3 – Counter Party Credit Rating List*

*Appendix 4 – Treasury Management Policy Statement*

*Appendix 5 – Treasury Management Scheme of Delegation*

*Appendix 6 – Treasury Management Reporting Arrangement*

*Appendix 7 - Glossary*

### **Local Government Act, 1972 Section 100D (As amended)**

#### **List of “Background Papers” used in the preparation of this report**

**Brief description of “background papers”**

**Name and telephone number of holder  
and address where open to inspection.**

*Bola Tobun, x4733, Mulberry Place*

**PRUDENTIAL AND TREASURY MANAGEMENT INDICATORS**

<b>Prudential Indicators</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
<b>Extract from Estimate and rent setting reports</b>	<b>Actual</b>	<b>Projected Outturn</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
	£m	£m	£m	£m	£m
<b>Capital Expenditure</b>					
Non – HRA	56.238	33.768	89.475	12.126	2.130
HRA	76.852	83.732	138.315	39.531	56.667
<b>TOTAL</b>	<b>133.090</b>	<b>117.500</b>	<b>227.790</b>	<b>51.657</b>	<b>58.797</b>
<b>Ratio of Financing Costs To Net Revenue Stream</b>					
Non – HRA	0.30%	0.00%	0.00%	0.00%	0.00%
HRA	3.70%	3.67%	4.36%	4.97%	6.95%
	£m	£m	£m	£m	£m
<b>Gross Debt and Capital Financing Requirement</b>					
Gross Debt	136.833	126.156	138.117	144.923	181.581
Capital Financing Requirement	227.517	220.549	226.225	230.598	263.003
Over/(Under) Borrowing	(90.685)	(94.393)	(88.108)	(85.675)	(81.422)
<b>In Year Capital Financing Requirement</b>					
Non – HRA	0.000	0.350	0.150	0.000	0.000
HRA	0.000	0.050	12.860	11.667	39.667
<b>TOTAL</b>	<b>0.000</b>	<b>0.400</b>	<b>13.010</b>	<b>11.667</b>	<b>39.667</b>
<b>Capital Financing Requirement as at 31 March</b>					
Non - HRA	157.842	153.142	148.275	143.295	138.348
HRA	69.675	67.407	77.950	87.302	124.656
<b>TOTAL</b>	<b>227.517</b>	<b>220.549</b>	<b>226.225</b>	<b>230.598</b>	<b>263.003</b>
<b>Incremental Impact of Financing Costs (£)</b>					
Increase in Council Tax (band D) per annum	67.317	71.865	78.560	82.535	86.711
Increase in average housing rent per week	5.176	5.363	6.448	7.364	10.382

Treasury Management Indicators	2014/15	2015/16	2016/17	2017/18	2018/19
	<b>Actual</b>	<b>Projected Outturn</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
	£m	£m	£m	£m	£m
<b>Authorised Limit For External Debt -</b> Borrowing & Other long term liabilities	245.720	245.549	251.225	255.598	288.003
Headroom	20.000	20.000	20.000	20.000	20.000
<b>TOTAL</b>	<b>265.720</b>	<b>265.549</b>	<b>271.225</b>	<b>275.598</b>	<b>308.003</b>
<b>Operational Boundary For External Debt -</b> Borrowing	213.107	207.077	213.717	219.295	253.047
Other long term liabilities	39.410	38.472	37.508	36.303	34.956
<b>TOTAL</b>	<b>252.517</b>	<b>245.549</b>	<b>251.225</b>	<b>255.598</b>	<b>288.003</b>
<b>Gross Borrowing</b>	<b>136.833</b>	<b>126.156</b>	<b>138.117</b>	<b>144.923</b>	<b>181.581</b>
<b>HRA Debt Limit*</b>	<b>184.381</b>	<b>192.000</b>	<b>192.000</b>	<b>192.000</b>	<b>192.000</b>
<b>Upper Limit For Fixed Interest Rate Exposure</b> Net principal re fixed rate borrowing / investments	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Upper Limit For Variable Rate Exposure</b> Net interest payable on variable rate borrowing / investments	<b>20%</b>	<b>20%</b>	<b>20%</b>	<b>20%</b>	<b>20%</b>
<b>Upper limit for total principal sums invested for over 12 months</b> (per maturity date)	<b>£50m</b>	<b>£50m</b>	<b>£50m</b>	<b>£50m</b>	<b>£50m</b>

Maturity structure of new fixed rate borrowing during 2016/17	Upper Limit	Lower Limit
under 12 months	10%	0%
12 months and within 24 months	30%	0%
24 months and within 5 years	40%	0%
5 years and within 10 years	80%	0%
10 years and above	100%	0%

## Support Ratings

Rating	
1	A bank for which there is an extremely high probability of external support. The potential provider of support is very highly rated in its own right and has a very high propensity to support the bank in question. This probability of support indicates a minimum Long-term rating floor of 'A-'.
2	A bank for which there is a high probability of external support. The potential provider of support is highly rated in its own right and has a high propensity to provide support to the bank in question. This probability of support indicates a minimum Long-term rating floor of 'BBB-'.
3	A bank for which there is a moderate probability of support because of uncertainties about the ability or propensity of the potential provider of support to do so. This probability of support indicates a minimum Long-term rating floor of 'BB-'.
4	A bank for which there is a limited probability of support because of significant uncertainties about the ability or propensity of any possible provider of support to do so. This probability of support indicates a minimum Long-term rating floor of 'B'.
5	A bank for which external support, although possible, cannot be relied upon. This may be due to a lack of propensity to provide support or to very weak financial ability to do so. This probability of support indicates a Long-term rating floor no higher than 'B-' and in many cases no floor at all.

## Short-term Ratings

Rating	
F1	<b>Highest credit quality.</b> Indicates the strongest capacity for timely payment of financial commitments; may have an added "+" to denote any exceptionally strong credit feature.
F2	<b>Good credit quality.</b> A satisfactory capacity for timely payment of financial commitments, but the margin of safety is not as great as in the case of the higher ratings.
F3	<b>Fair credit quality.</b> The capacity for timely payment of financial commitments is adequate; however, near-term adverse changes could result in a reduction to non-investment grade.

## Long -term Ratings

Rating	Current Definition (August 2003)
<b>AAA</b>	<b>Highest credit quality.</b> 'AAA' ratings denote the lowest expectation of credit risk. They are assigned only in case of exceptionally strong capacity for timely payment of financial commitments. This capacity is highly unlikely to be adversely affected by foreseeable events.
<b>AA</b>	<b>Very high credit quality.</b> 'AA' ratings denote a very low expectation of credit risk. They indicate very strong capacity for timely payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.
<b>A</b>	<b>High credit quality.</b> 'A' ratings denote a low expectation of credit risk. The capacity for timely payment of financial commitments is considered strong. This capacity may, nevertheless, be more vulnerable to changes in circumstances or in economic conditions than is the case for higher ratings.
<b>BBB</b>	<b>Good credit quality.</b> 'BBB' ratings indicate that there is currently a low expectation of credit risk. The capacity for timely payment of financial commitments is considered adequate, but adverse changes in circumstances and in economic conditions is more likely to impair this capacity. This is the lowest investment-grade category.

# London Borough of Tower Hamlets

## List of Approved Counterparties for Lending as at 12/01/2016

Counterparty		Fitch Ratings		Moody's Ratings		S&P Ratings	
		Long Term	Short Term	Long Term	Short Term	Long Term	Short Term
<b>Australia</b>		AAA		Aaa		AAA	
Banks	Australia and New Zealand Banking Group Ltd.	AA-	F1+	Aa2	P-1	AA-	A-1+
	Commonwealth Bank of Australia	AA-	F1+	Aa2	P-1	AA-	A-1+
	Macquarie Bank Ltd.	A	F1	A2	P-1	A	A-1
	National Australia Bank Ltd.	AA-	F1+	Aa2	P-1	AA-	A-1+
	Westpac Banking Corp.	AA-	F1+	Aa2	P-1	AA-	A-1+
<b>Canada</b>		AAA		Aaa		AAA	
Banks	Bank of Montreal	AA-	F1+	Aa3	P-1	A+	A-1
	Bank of Nova Scotia	AA-	F1+	Aa2	P-1	A+	A-1
	Canadian Imperial Bank of Commerce	AA-	F1+	Aa3	P-1	A+	A-1
	National Bank of Canada	A+	F1	Aa3	P-1	A	A-1
	Royal Bank of Canada	AA	F1+	Aa3	P-1	AA-	A-1+
	Toronto-Dominion Bank	AA-	F1+	Aa1	P-1	AA-	A-1+
<b>Denmark</b>		AAA		Aaa		AAA	
Banks	Danske A/S	A	F1	A2	P-1	A	A-1
<b>Germany</b>		AAA		Aaa		AAA	
Banks	DZ BANK AG Deutsche Zentral-Genossenschaftsbank	AA-	F1+	Aa2	P-1	AA-	A-1+
	Landesbank Berlin AG			A1	P-1		
	Landesbank Hessen-Thuringen Girozentrale	A+	F1+	A1	P-1	A	A-1
	Landwirtschaftliche Rentenbank	AAA	F1+	Aaa	P-1	AAA	A-1+
	NRW.BANK	AAA	F1+	Aa1	P-1	AA-	A-1+
<b>Netherlands</b>		AAA		Aaa		AAA	
Banks	ABN AMRO Bank N.V.	A	F1	A2	P-1	A	A-1
	Bank Nederlandse Gemeenten N.V.	AA+	F1+	Aaa	P-1	AAA	A-1+
	Coöperatieve Centrale Raiffeisen-Boerenleenbank B.A. (Rabobank Nederland)	AA-	F1+	Aa2	P-1	A+	A-1
	ING Bank N.V.	A	F1	A1	P-1	A	A-1
	Nederlandse Waterschapsbank N.V.			Aaa	P-1	AAA	A-1+
<b>Singapore</b>		AAA		Aaa		AAA	
Banks	DBS Bank Ltd.	AA-	F1+	Aa1	P-1	AA-	A-1+
	Oversea-Chinese Banking Corp. Ltd.	AA-	F1+	Aa1	P-1	AA-	A-1+
	United Overseas Bank Ltd.	AA-	F1+	Aa1	P-1	AA-	A-1+
<b>Sweden</b>		AAA		Aaa		AAA	
Banks	Nordea Bank AB	AA-	F1+	Aa3	P-1	AA-	A-1+

	Skandinaviska Enskilda Banken AB	A+	F1	Aa3	P-1	A+	A-1
	Svenska Handelsbanken AB	AA-	F1+	Aa2	P-1	AA-	A-1+
	Swedbank AB	A+	F1	Aa3	P-1	AA-	A-1+
<b>Switzerland</b>		AAA		Aaa		AAA	
Banks	Credit Suisse AG	A	F1	A1	P-1	A	A-1
	UBS AG	A	F1	Aa3	P-1	A	A-1
<b>United Kingdom</b>		AA+		Aa1		AAA	
AAA rated and Government backed securities	Debt Management Office						
Banks	Bank of Scotland PLC	A+	F1	A1	P-1	A	A-1
	Close Brothers Ltd	A	F1	Aa3	P-1		
	Co-operative Bank PLC (The)	B	B	Caa2	NP		
	Goldman Sachs International Bank	A	F1	A1	P-1	A	A-1
	HSBC Bank PLC	AA-	F1+	Aa2	P-1	AA-	A-1+
	Lloyds Bank Plc	A+	F1	A1	P-1	A	A-1
	Santander UK PLC	A	F1	A1	P-1	A	A-1
	Standard Chartered Bank	A+	F1	Aa2	P-1	A+	A-1
	Sumitomo Mitsui Banking Corporation Europe Ltd	A	F1	A1	P-1	A	A-1
	UBS Ltd.	A	F1	A1	P-1	A	A-1
	Ulster Bank Ltd	BBB+	F2	A3	P-2	BBB	A-2
Building Society	Coventry Building Society	A	F1	A2	P-1		
	Cumberland Building Society						
	Leeds Building Society	A-	F1	A2	P-1		
	Nationwide Building Society	A	F1	A1	P-1	A	A-1
	Newcastle Building Society	BB+	B				
	Nottingham Building Society			Baa1	P-2		
	Principality Building Society	BBB+	F2	Baa3	P-3		
	Progressive Building Society						
	Skipton Building Society	BBB+	F2	Baa2	P-2		
	West Bromwich Building Society			B1	NP		
Yorkshire Building Society	A-	F1	A3	P-2			
Nationalised and Part Nationalised Banks	National Westminster Bank PLC	BBB+	F2	A3	P-2	BBB+	A-2
	The Royal Bank of Scotland Plc	BBB+	F2	A3	P-2	BBB+	A-2

## **Treasury Management Policy Statement**

The London Borough of Tower Hamlets defines the policies and objectives of its treasury management activities as follows: -

1. This organisation defines its treasury management activities as:  
“The management of the authority’s cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”.
2. This organisation regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation.
3. This organisation acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving best value in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.”

### **Policy on use of an External Treasury Advisor**

The council shall employ an external treasury advisor to provide treasury management advice and cash management support services. However, the council shall control the credit criteria and the associated counter-party list for investments.

The council recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.



## **Treasury Management Scheme of Delegation**

### **1. Full Council / Cabinet**

- receiving and reviewing reports on treasury management policies, practices and activities
- receiving the mid-year and annual (outturn) reports
- approval of annual strategy.

### **2. Cabinet /Section 151 Officer**

- approval of/amendments to the organisation's adopted clauses and treasury management policy statement
- budget consideration and approval
- approval of the division of responsibilities
- approving the selection of external service providers and agreeing terms of appointment.

### **3. Audit Committee**

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.
- receiving and reviewing regular monitoring reports and acting on recommendations

**Appendix 6**

**Treasury Management Reporting Arrangement**

<b>Area of Responsibility</b>	<b>Council/Committee/ Officer</b>	<b>Frequency</b>
Treasury Management Strategy Statement/ Annual Investment Strategy/ Minimum Revenue Provision Policy	Full Council	Annually before the start of the financial year to which policies relate
Mid-Year Treasury Management Report	Full Council	Semi-Annually in the financial year to which policies relate
Updates or revisions to the Treasury Management Strategy Statement/ Annual Investment Strategy/ Minimum Revenue Provision Policy	Audit Committee or Full Council	As necessary
Annual Treasury Outturn Report	Audit Committee and Full Council	Annually by 30 September after the year end to which the report relates
Treasury Management Practices	Corporate Director-Resources	N/A
Scrutiny of Treasury Management Strategy Statement	Overview and Scrutiny Committee (if called in) / Audit Committee	Annually before the start of the financial year to which the report relates
Scrutiny of Treasury Management Performance	Audit Committee	Quarterly

## GLOSSARY

Asset Life	How long an asset, e.g. a Council building is likely to last.
Borrowing Portfolio	A list of loans held by the council.
Borrowing Requirements	The principal amount the council requires to borrow to finance capital expenditure and loan redemptions.
Capitalisation direction or regulations	Approval from central government to fund certain specified types of revenue expenditure from capital resources.
CIPFA Code of Practice on Treasury Management	A professional code of Practice which regulates treasury management activities.
Capital Financing Requirement (CFR)	Capital Financing Requirement- a measure of the council's underlying need to borrow to fund capital expenditure.
Certificates of Deposits	A certificate of deposit (CD) is a time deposit, a financial product. CDs are similar to savings accounts in that they are insured and thus virtually risk free; they are "money in the bank." They are different from savings accounts in that the CD has a specific, fixed term (often monthly, three months, six months, or one to five years) and, usually, a fixed interest rate. It is intended that the CD be held until maturity, at which time the money may be withdrawn together with the accrued interest.
Commercial paper	Commercial paper is a money-market security issued (sold) by large corporations to obtain funds to meet short-term debt obligations (for example, payroll), and is backed only by an issuing bank or corporation's promise to pay the face amount on the maturity date specified on the note. Since it is not backed by collateral, only firms with excellent credit ratings from a recognized credit rating agency will be able to sell their commercial paper at a reasonable price. Commercial paper is usually sold at a discount from face value, and carries higher interest repayment rates than bonds
Counterparties	Organisations or Institutions the council lends money to e.g. Banks; Local Authorities and MMF.
Corporate bonds	A corporate bond is a bond issued by a corporation. It is a bond that a corporation issues to raise money effectively in order to expand its business. The term is usually applied to longer-term debt instruments, generally with a maturity date falling at least a year after their issue date.
Covered bonds	A covered bond is a corporate bond with one important enhancement: recourse to a pool of assets that secures or "covers" the bond if the originator (usually a financial institution) becomes insolvent. These assets act as additional credit cover; they do not have any bearing on the contractual cash flow to the investor, as is the case with Securitized assets.
Consumer Prices Index & Retail Prices Index (CPI & RPI)	The main inflation rate used in the UK is the CPI. The Chancellor of the Exchequer bases the UK inflation target on the CPI. The CPI inflation target is set at 2%. The CPI differs

	from the RPI in that CPI excludes housing costs. Also used is RPIX, which is a variation of RPI, one that removes mortgage interest payments.
Credit Default Swap (CDS)	A kind of protection that can be purchased by MMF companies from insurance companies (for their investment) in exchange for a payoff if the organisation they have invested in does not repay the loan i.e. they default.
Credit watch	Variety of special programs offered by credit rating agencies and financial institutions to monitor organisation/individual's (e.g. bank) credit report for any credit related changes. A credit watch allows the organisation/individuals to act on any red flags before they can have a detrimental effect on credit score/history.
Credit Arrangements	Methods of Financing such as finance leasing
Credit Ratings	A scoring system issued by credit rating agencies such as Fitch, Moody's and Standard & Poors that indicate the financial strength and other factors of a bank or similar Institution.
Creditworthiness	How highly rated an institution is according to its credit rating.
Debt Management Office (DMO)	The DMO is an agency of the HM Treasury which is responsible for carrying out the Government's Debt Management Policy.
Debt Rescheduling	The refinancing of loans at different terms and rates to the original loan.
Depreciation Method	The spread of the cost of an asset over its useful life.
Gilt	Gilt-edged securities are bonds issued by certain national governments. The term is of British origin, and originally referred to the debt securities issued by the Bank of England, which had a gilt (or gilded) edge. Hence, they are known as gilt-edged securities, or gilts for short. Today the term is used in the United Kingdom as well as some Commonwealth nations, such as South Africa and India. However, when reference is made to "gilts", what is generally meant is "UK gilts," unless otherwise specified.
Interest Rate exposures	A measure of the proportion of money invested and what impact movements in the financial markets would have on them.
The International Monetary Fund (IMF)	is an intergovernmental organisation which states its aims as to foster global monetary cooperation, secure financial stability, facilitate international trade, promote high employment and sustainable economic growth, and reduce poverty around the world.
Impaired investment	An investment that has had a reduction in value to reflect changes that could impact significantly on the benefits expected from it.
LIBID	The London Interbank Bid Rate – it is the interest rate at which major banks in London are willing to borrow (bid for) funds from each other.

Market Loans	Loans from banks available from the London Money Market including LOBOS (Lender Option, Borrowing Option) which enable the authority to take advantage of low fixed interest for a number of years before an agreed variable rate comes into force.
Money Market Fund (MMF)	A 'pool' of different types of investments managed by a fund manager that invests in lightly liquid short term financial instruments with high credit rating.
Monetary Policy Committee (MPC)	Committee designated by the Bank of England, whose main role is to regulate interest rates.
Minimum Revenue Provision (MRP)	This is the amount which must be set aside from the revenue budget each year to cover future repayment of loans.
Non Specified Investments	Investments deemed to have a greater element of risk such as investments for longer than one year
Premium	Cost of early repayment of loan to PWLB to compensate for any losses that they may incur
Prudential Indicators	Set of rules providing local authorities borrowing for funding capital projects under a professional code of practice developed by CIPFA and providing measures of affordability and prudence reflecting the council's Capital Expenditure, Debt and Treasury Management.
PWLB	Public Works Loan Board, a statutory body whose function is to lend money to Local Authorities (LAs) and other prescribed bodies. The PWLB normally are the cheapest source of long term borrowing for LAs.
Specified Investments	Investments that meet the council's high credit quality criteria and repayable within 12 months.
Supranational bonds	Supranational bonds are issued by institutions that represent a number of countries, not just one. Thus, organisations that issue such bonds tend to be the World Bank or the European Investment Bank. The issuance of these bonds are for the purpose of promoting economic development
Treasury bills (or T-bills)	Treasury bills (or T-bills) mature in one year or less. Like zero-coupon bonds, they do not pay interest prior to maturity; instead they are sold at a discount of the par value to create a positive yield to maturity. Many regard Treasury bills as the least risky investment available.
Unrated institution	An institution that does not possess a credit rating from one of the main credit rating agencies.
Unsupported Borrowing	Borrowing where costs are wholly financed by the council.

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