

## New Savings Proposals 2020-21 to 2022-23

## Appendix 4

Title	Reference	Directorate	Strategic Priority Outcome	2020-21 £'000	2021-22 £'000	2022-23 £'000	Total £'000
Accommodation and support for single homeless people	SAV / HAC 001 / 20-21	Health, Adults & Community	3. People access joined-up services when they need them and feel healthier and more independent	-	(343)	(350)	(693)
Merging of the physical disability day opportunities service with the Riverside Day Service	SAV / HAC 002 / 20-21	Health, Adults & Community	3. People access joined-up services when they need them and feel healthier and more independent	-	(316)	-	(316)
Changes to the adult social care charging policy	SAV / HAC 003 / 20-21	Health, Adults & Community	1. People access a range of education, training, and employment opportunities	(132)	(132)	-	(264)
Integration of Tower Hamlets short-term support services - rehabilitation and reablement	SAV / HAC 004 / 20-21	Health, Adults & Community	3. People access joined-up services when they need them and feel healthier and more independent	-	-	(100)	(100)
Technology-enabled care	SAV / HAC 005 / 20-21	Health, Adults & Community	3. People access joined-up services when they need them and feel healthier and more independent	-	-	(100)	(100)
Rationalisation and development of early help services from conception to age 25 in youth and commissioning	SAV / CHI 001 / 20-21	Children & Culture	1. People access a range of education, training, and employment opportunities	-	(512)	-	(512)
Savings and traded delivery of education and partnership services	SAV / CHI 002 / 20-21	Children & Culture	1. People access a range of education, training, and employment opportunities	-	(506)	(110)	(616)
Transformation of service delivery provided by the integrated early years service	SAV / CHI 003 / 20-21	Children & Culture	2. Children and young people are protected so they can realise their potential	(494)	-	(406)	(900)
Transformation of service delivery following the youth service review	SAV / CHI 004 / 20-21	Children & Culture	2. Children and young people are protected so they can realise their potential	-	(500)	-	(500)
Transformation of SEND transport commissioning	SAV / CHI 005 / 20-21	Children & Culture	1. People access a range of education, training, and employment opportunities	-	(500)	(500)	(1,000)
Property Asset Strategy	SAV / PLA 001 / 20-21	Place	11. The Council continuously seeks innovation and strives for excellence to embed a culture of sustainable improvement	-	(1,000)	-	(1,000)
Deletion of dedicated business assurance function for Place Directorate	SAV / PLA 002 / 20-21	Place	11. The Council continuously seeks innovation and strives for excellence to embed a culture of sustainable improvement	(56)	-	-	(56)
New Town Hall revenue savings	SAV / PLA 003 / 20-21	Place	11. The Council continuously seeks innovation and strives for excellence to embed a culture of sustainable improvement	-	-	(225)	(225)
Legal services	SAV / GOV 001 / 20-21	Governance	13. Not aligned with Strategic outcome	-	(100)	(200)	(300)
Modernisation of the Registration Service	SAV / GOV 002 / 20-21	Governance	12. Not aligned - Statutory function	-	(40)	-	(40)
Revenues - Cashiers - reduce cash and cheque handling and eliminate the need for cheque printing	SAV / RES 001 / 20-22	Resources	11. The Council continuously seeks innovation and strives for excellence to embed a culture of sustainable improvement	(130)	-	-	(130)
Benefits service – centralisation of assessments – service review and restructure	SAV / RES 002 / 20-21	Resources	12. Not aligned - Statutory function	(600)	(100)	(100)	(800)
Fees & Charges	SAV / ALL 001 / 20-21	Cross-Directorate	9. The Council is open and transparent putting residents at the heart of everything we do	(125)	(545)	(420)	(1,090)

### Reprofiling of Agreed Savings

Sharing Costs with CCG for Children with Disabilities <i>Reprofiling of agreed savings (SAV/CHI 004/19-20)</i>	SAV / CHI 008 / 20-21	Children & Culture	2. Children and young people are protected so they can realise their potential	500	(200)	(311)	(11)
Review of Parks <i>Reprofiling of agreed savings (SAV/PLA 05/18-19)</i>	SAV / PLA 005 / 20-21	Place	5. People live in a borough that is clean and green	300	-	(300)	-
Street Lighting Efficiencies <i>Reprofiling of agreed savings (SAV/PLA 04 / 18-19)</i>	SAV / PLA 006 / 20-21	Place	5. People live in a borough that is clean and green	135	(135)	-	-
ICT Savings <i>Reprofiling of agreed savings (SAV/RES 05 / 18-19)</i>	SAV / RES 003 / 20-21	Resources	11. The Council continuously seeks innovation and strives for excellence to embed a culture of sustainable improvement	550	(550)	-	-
Finance Services – Process improvements and new Finance System Implementation <i>Reprofiling of agreed savings (SAV/RES 06 / 18-19)</i>	SAV / RES 004 / 20-21	Resources	10. The Council works collaboratively across boundaries in strong and effective partnerships to achieve the best outcomes for residents	100	-	(100)	-
Contract Management Efficiencies <i>Reprofiling of agreed savings (SAV/CORP 02 / 18-19)</i>	SAV / ALL 001 / 20-21	Cross-Directorate	11. The Council continuously seeks innovation and strives for excellence to embed a culture of sustainable improvement	2,850	(900)	(1,950)	-
Greater Commercialisation <i>Reprofiling of agreed savings (SAV/ALL 007 / 19-20)</i>	SAV / ALL 002 / 20-21	Cross-Directorate	11. The Council continuously seeks innovation and strives for excellence to embed a culture of sustainable improvement	1,000	1,000	(2,000)	-

<b>Total Savings</b>	<b>3,898</b>	<b>(5,379)</b>	<b>(7,172)</b>	<b>(8,653)</b>
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## SAVINGS PROPOSAL

<b>Proposal Title:</b>	<b>Accommodation and support for single homeless people</b>		
<b>Directorate:</b>	Health, Adults & Community	<b>Reference:</b>	SAV / HAC 001 / 20-21
<b>Service Area:</b>	Integrated commissioning	<b>Strategic Priority Outcome:</b>	3. People access joined-up services when they need them and feel healthier and more independent
<b>Lead Member &amp; Title:</b>	Cllr Amina Ali, Cabinet Member for Adults, Health and Wellbeing	<b>Lead Officer &amp; Job Title:</b>	Warwick Tomsett, Joint Director, Integrated Commissioning

<b>Financial Impact:</b>	<b>Current Budget</b>	<b>Net Saving / Income Breakdown</b>				<b>Staffing Impact:</b>	
	Budget 19-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	<b>Total</b> £'000	Current FTE 2019-20	-
	4,872	-	343	350	<b>693</b>	Total FTE Reductions	-

### Proposal Summary:

The council currently spends £4.872 million per annum on accommodation based and floating support services for vulnerable residents who are experiencing, or have experienced, homelessness and rough sleeping. The services currently commissioned include support in seven hostels in the borough, providing a total of 450 bed spaces and a floating support service that engaged with around 350 people during 2018/19, providing a range of different support types. None of these services are required by statute, although they do support the delivery of a range of statutory duties relating to homelessness as well as potentially reducing demand for adult social care and substance misuse services.

Consideration has been given to whether it may be possible to reduce the level of support provided in each of the seven hostels to reduce expenditure. The hostels are, however, supporting people with increasingly complex levels of need and reducing levels of support are very likely to lead to unacceptable levels of risk for residents and staff.

It is therefore proposed to make changes to two of the services that support people with lower levels of need, decommissioning one of the low support hostels and reducing the capacity of the floating support service.

The Hackney Road project is a 35 bed hostel for residents with relatively low levels of support needs comparative to the other six hostels in the borough. The annual value of the contract is £466k. The current provider of the support service at the hostel does not own the building – it is owned by a separate housing association and it may be possible to work with this owner to consider alternative uses for the building that would continue to support the council's work to tackle homelessness and rough sleeping.

Similarly, the floating support service supports individuals with varying levels of need to sustain their social housing or private rented sector tenancies once they have moved on from a hostel or other supported housing setting. The floating support service also works with individuals housed directly into private rented sector accommodation from the street. The service works closely with a number of other outreach services including similar mental health floating support services and services provided through Reset and other substance misuse services. It would be possible to look at ways in which these other commissioned services could incorporate elements of the tenancy support that the floating support service currently provides. This may bring benefits for individuals in terms of reducing the number of services and workers they are expected to engage with. The annual value of the contract is £497k. It is proposed to reduce this by half.

Decommissioning the Hackney Road project and reducing the floating support service would reduce the number of available bed spaces in the borough by 35, from 450 to 415, and would also mean a reduction in the number of people seen by the floating support service per year. Some of these people would need to be redirected to other forms of open access and/or specialist support services. It may be possible to work with the remaining hostel providers to develop alternative drop-in models, within existing resources, to provide some support to this group of people. The reduction in bed numbers would need to be offset by the securing of additional private rented sector or similar accommodation, which would be funded through housing benefit. There will also be opportunities to further refine the admission criteria for other hostels in the borough to ensure that remaining provision is utilised as fully as is practicably possible and that those most in need continue to be prioritised for accommodation.

The proposed reduction of capacity of 50 per cent in the floating support service would reduce the overall cost of the service to an estimated £270k, generating a saving of £227k. It would also be possible to implement this reduction with a full year effect from April 2021.

Significant engagement with a range of stakeholders would be required to manage the change successfully and in a way that minimised the impact on service users.

A benchmarking exercise found that Tower Hamlets has the second highest number of commissioned hostel bed spaces among the six inner London boroughs benchmarked against (Newham, Tower Hamlets, Westminster, Camden, Lambeth and Hackney). Tower Hamlets currently has 450 hostel bed spaces, second only to Westminster which has 652. Neighbouring Hackney has 200 and Newham has 163.

#### **Risk and Mitigations:**

The key risk relates to the reduction of capacity to support local people who are homeless, including rough sleepers, at a time of increasing levels of homelessness being experienced. Retaining a floating support service, albeit at 50 per cent of current capacity, rather than fully decommissioning it, will provide a means of mitigating this risk.

The achievable saving has been modelled on the basis that the saving would be delivered from quarter four of 2020/21 to provide sufficient time to undertake the necessary stakeholder engagement and to allow for contractual termination notices to be issued.

Given the complexity of the individuals using the current services, it is not possible to quantify the cost that this proposal will create for adult social care and community safety. However, it is anticipated there will be some adverse impact.

#### **Resources and Implementation:**

Officer time to undertake more detailed impact modelling work will be required.

Officer time will also be required to undertake the necessary stakeholder engagement.

Legal support will be required in order to ensure that all necessary contractual termination processes are duly executed.

## SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

<b>Proposal Title:</b>	Accommodation and support for single homeless people		
<b>Directorate:</b>	Health, Adults & Community	<b>Reference:</b>	SAV / HAC 001 / 20-21
<b>Service Area:</b>	Integrated commissioning	<b>Strategic Priority Outcome:</b>	3. People access joined-up services when they need them and feel healthier and more independent
<b>Lead Member &amp; Title:</b>	Cllr Amina Ali, Cabinet Member for Adults, Health and Wellbeing	<b>Lead Officer &amp; Job Title:</b>	Warwick Tomsett, Joint Director, Integrated Commissioning

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	Yes	The proposals as set out would reduce the availability of temporary accommodation in the borough for vulnerable people, as well as reducing the availability of support for vulnerable individuals living in other forms of temporary accommodation. A proportion of those individuals will have characteristics, such as disability, protected under the Equality Act 2010.
Does the change involve direct impact on front line services?	Yes	The proposals as set out would reduce the availability of accommodation and support services that play a part in enabling the council to meet its homelessness and housing duties. This may impact on frontline council services, including the housing needss, mental health, substance misuse, social care and health services.
<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 proposals as set out would reduce access to supported accommodation for vulnerable residents as well as reducing access to support services for individuals living in other forms of temporary accommodation.
<b>Changes to Staffing</b>		
Does the change involve a reduction in staff?	Yes	Further work is needed to identify the full impact of the proposals and this will need to be carried out with relevant stakeholders. There is a strong possibility that staff in commissioned services will be reduced.
Does the change involve a redesign of the roles of staff?	Yes	Further work is needed to identify the full impact of the proposals and this will need to be carried out with relevant stakeholders. It may be necessary to consider the roles of some staff due to the changing nature of the service.

<b>Summary:</b>	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	<b>Yes</b>

<b>Additional Information and Comments:</b>

## SAVINGS PROPOSAL

<b>Proposal Title:</b>	<b>Merging of the physical disability day opportunities service with the Riverside Day Service</b>
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<b>Directorate:</b>	Health, Adults & Community	<b>Reference:</b>	SAV / HAC 002 / 20-21
<b>Service Area:</b>	Adult social care	<b>Strategic Priority Outcome:</b>	3. People access joined-up services when they need them and feel healthier and more independent
<b>Lead Member &amp; Title:</b>	Cllr Amina Ali, Cabinet Member for Adults, Health and Wellbeing	<b>Lead Officer &amp; Job Title:</b>	Claudia Brown, DD Adult Social Care Christine Oates, Localities Service Manager

<b>Financial Impact:</b>	<b>Current Budget</b>	<b>Net Saving / Income Breakdown</b>				<b>Staffing Impact:</b>	
	Budget 19-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	<b>Total</b> £'000	Current FTE 2019-20	15.2
	732	-	316	-	<b>316</b>	Total FTE Reductions	7.2

### Proposal Summary:

The physical disability day opportunities service based in Stepney Way provides for up to 15 service users per day that come from a range of communities within the borough and present with a variety of long-term health conditions. Most users are within the working age category, i.e. below the age of 65 but the age range of the current attendees is from 28 to 67 years. All users have an allocated key worker within the service to ensure continuity of care and support and help foster meaningful relationships to encourage users to express their needs and achieve the goals of their support plan. User numbers have fallen, particularly over the last five years, and the current number of users on the register is 19. The maximum planned attendance on two days is 10 and on one day of the week, this falls to seven, which is less than half of the maximum capacity.

This proposal recommends merging the service with the Riverside Day Service where under occupancy is an increasing concern with registered numbers standing at 25. The Riverside Day Service currently provides care and support for predominantly older people who present with a variety of long term health conditions and experience social isolation.

Universal services are not accessible to the user group, which has led to the reliance on a building based, accessible service with appropriately trained staff. With capacity to accommodate up to 30 users each day, the service has current vacancies on each day of the working week. The maximum planned daily attendance based on user numbers on 1<sup>st</sup> July is 18 and falls to 12 on other days.

Merging services will achieve effective and efficient use of one building based service while maintaining the same level of support to users with eligible needs for care and support. For some service users this will be an opportunity to consider other ways to have their eligible needs met in a more personalised way.

The proposal to merge two services will increase efficiency through increased attendance at one site with some users, a maximum of 19, experiencing a change in venue but not a loss of a service. The proposal will still ensure that support to carers is maintained as attendance at a day service can provide a valuable respite opportunity, which enables them to continue in their caring role. At the same time, the proposal will produce savings arising, in the main, from reduced salary costs. There may be costs associated with vacating the physical disability day opportunities centre, which have not currently been factored in to the financial impact.

Aside from the financial benefits arising from the proposed merger, service users will continue to be supported to achieve outcomes, which will potentially be enhanced by increased attendance at Riverside:

- I play an active part in my community.
- I am supported to make healthier choices.
- I am confident that those providing my care are competent.
- I am able to access the services I need, to a safe and high quality.
- I want to see money is being spent in the best way to deliver local services.
- I feel like services work together to provide me with good care.
- It is likely I will live a long healthy life.

- I have a good level of happiness and wellbeing.
- Regardless of who I am, I am able to access care services for my physical and mental health.
- I have a positive experience of the services I use, overall.
- I am supported to live the life I want.

#### **Risk and Mitigations:**

The Riverside Day Service operates out of Jack Dash House. As the council reviews its assets to ensure value for money, this building may change use.

Alternative options would need to be sought should the Riverside service not be available. This would require a review of all service users and consideration of alternative, commissioned care and support to meet eligible need. By placing a hold on recruitment within internal day services, there could be a wider range of redeployment opportunities available to displaced staff.

Should the risk materialise, the proposed savings could be achieved but Riverside would not achieve increased efficiency through the increase in service user numbers and raised client contributions. Depending on the needs to be met in commissioned care settings, there could be an increase in the cost to the commissioning care package costs.

#### **Resources and Implementation:**

Support from finance to confirm potential savings over three years is required. HR support in relation to staffing considerations /consultation processes would be required and should the proposal go ahead, support for staff at risk of redundancy and mitigating those risks.

If approved, all service users, carers and staff would need to be consulted. Ideally, this would need to begin at the latest by November 2020. Potentially, all service users would require a review before closure to ensure that their needs can be met once the service closed. It is envisaged that the majority of users could have their needs met at Riverside but there may be more appropriate outcomes that are better suited to meet individual needs.

## SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

<b>Proposal Title:</b>	<b>Merging of the physical disability day opportunities service with the Riverside Day Service</b>
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<b>Directorate:</b>	Health, Adults & Community	<b>Reference:</b>	SAV / HAC 002 / 20-21
<b>Service Area:</b>	Adult social care	<b>Strategic Priority Outcome:</b>	3. People access joined-up services when they need them and feel healthier and more independent
<b>Lead Member &amp; Title:</b>	Cllr Amina Ali, Cabinet Member for Adults, Health and Wellbeing	<b>Lead Officer &amp; Job Title:</b>	Claudia Brown, DD Adult Social Care Christine Oates, Localities Service Manager

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	Yes	The transfer of the service to Riverside will reduce available resources to adults with a disability, some of whom are of working age. Riverside does not currently provide support to adults of working age.
Does the change reduce resources available to support vulnerable residents?	Yes	The change does reduce resources available to support vulnerable residents (disabled adults). However, there are services with capacity, particularly for those who are not of working age. Commissioned services can also be considered where in house provision may not be the best outcome to support users with eligible needs for care and support.
Does the change involve direct impact on front line services?	Yes	See above
<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 transfer to Riverside for the majority of people with lived experience will mean that the physical disability day opportunities service will not be a point of access.
<b>Changes to Staffing</b>		
Does the change involve a reduction in staff?	Yes	The exact details of the staff reductions will be considered as part of the equalities impact assessment.
Does the change involve a redesign of the roles of staff?	No	

<b>Summary:</b>	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	<b>Yes</b>

<b>Additional Information and Comments:</b>

## SAVINGS PROPOSAL

<b>Proposal Title:</b>	<b>Changes to the adult social care charging policy</b>		
<b>Directorate:</b>	Health, Adults & Community	<b>Reference:</b>	SAV / HAC 003 / 20-21
<b>Service Area:</b>	Adult social care	<b>Strategic Priority Outcome:</b>	1. People access a range of education, training, and employment opportunities
<b>Lead Member &amp; Title:</b>	Cllr Amina Ali, Cabinet Member for Adults, Health and Wellbeing	<b>Lead Officer &amp; Job Title:</b>	Joanne Starkie (Head of Strategy and Policy – Health, Adult and Community Services), Adrian Osborne (Head of Strategic Finance – Health, Adult and Community Services) and Claudia Brown (Divisional Director, Adult Social Care)

<b>Financial Impact:</b>	<b>Current Budget</b>	<b>Net Saving / Income Breakdown</b>				<b>Staffing Impact:</b>	
	Budget 19-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	<b>Total</b> £'000	Current FTE 2019-20	-
	(2,350)	132	132	-	<b>264</b>	Total FTE Reductions	-

### Proposal Summary:

It is proposed to change the adult social care charging policy from 1 October 2020 so that:

- The current capped maximum weekly charge of £250 is increased to £1,000.
- The standard utilities allowance of £15 per week is reduced to £5 per week (currently this amount is disregarded in financial assessment).
- Respite and carer relief is provided free of charge.

Charging for community-based adult social care services was introduced in October 2017 based on the premise that only those who could afford to pay would do so.

This proposal follows benchmarking activity carried out in autumn 2018, which indicated that our policy is likely to be out of step with other local authorities. Of the 23 local authorities we benchmarked with (of which four are in London: Greenwich, Camden, Islington and Enfield), 17 had no weekly cap, five had a higher cap and one was lower.

In October 2019, a further light-touch benchmarking exercise was carried out with eight other London boroughs (Greenwich, Camden, Islington, Enfield, Southwark, Lewisham, Hackney and Newham). Of the eight, five local authorities have no weekly cap. Of the remaining three, Greenwich has a cap of £546.55 per week, Hackney has a cap that is based on 92 per cent of the personal budget amount (i.e. the cost of the care package) and Newham has a weekly cap of £200.

The same benchmarking exercise of 23 other local authorities looked at the minimum income guarantee (MIG). Eighteen have a lower weekly MIG for working age adults and 20 have a lower MIG for older people. All but one appear to be lower than our current offer of the MIG plus £15 per week. The £15 per week that is disregarded is the Standard utilities allowance, which is arguably already accounted for in the MIG calculation.

Based on impact assessments carried out in October 2018 and June 2019, there is no clear evidence to suggest that charging is discouraging people from coming forward for help or that it is having an overall negative impact on wellbeing. The impact assessments did identify a number of areas for improvement, most noticeably around the importance of clear communication with adult social care users and carers and the potential increased burden being placed on unpaid carers. These areas have been worked on over the last 12 months and the importance of clear communication is included in this proposal .

Increasing the current maximum weekly contribution of £250 per week to £1,000 would result in additional income to the council of up to £295,000 in year one, depending on the level of bad debt. It is estimated this would impact 24 adult social care users.

- Currently, the council provides an additional £15 weekly utilities allowance, which is disregarded when the financial assessment is undertaken. This amount is on top of our MIG, which is already set at a level to take utilities charges into account.



Reducing the standard utilities allowance to £5 would result in additional annual charging income of £458,000.

For the purposes of this proforma the anticipated, savings have been reduced by 40 per cent to reflect the need to include a bad debt provision based on the income collected to date compared to the value of invoices raised.

To mitigate the risk that a change in policy will put an increased burden on unpaid carers, it is proposed that the charging policy also be changed so that respite or carer relief be provided free of charge if it is in place primarily to meet the needs of the carer. Currently, carer respite services are charged for. Providing respite and carer relief free of charge would cost the council between £36,000 to £343,000 per annum. For this proposal, the additional cost has been assumed to be £198,000 – the mid-point of the anticipated range.

#### **Risk and Mitigations:**

1. The proposal is likely to be subject to significant challenge as a number of individuals/groups are opposed to the principle of charging for community-based services. This will need to be managed through a communication and engagement plan that highlights the evidence on which the proposal is based.
2. Without clear communication, there may be confusion and heightened anxiety among service users and this risk will need to be managed through a communications plan owned by the financial assessment team.
3. There is a risk that a change in policy will put an increased burden on unpaid carers. This is an issue that was raised in the 2018 impact assessment. As a result, the impact assessment suggested we look into changing the charging policy so that respite and carers relief be provided free of charge if it is in place to primarily meet the needs of a carer. The current policy position is that these services are subject to being charged for in the same way as other community-based services (note that it is the person who is the direct recipient of the service – ie the service user – who is assessed and charged, in line with statutory guidance). Providing respite and carer relief free of charge would have an adverse financial impact to the council of between £36,000 to £343,000 per annum. These figures are based on the data currently available. A range is provided to try and account for the assumption that not all cases of carers relief are currently correctly flagged within the social care data. Taking this approach may also provide some assurance to individuals and groups who may be strongly opposed to this proposal.
4. There is a risk that the anticipated income from this change will not be fully realised due to debt. Debt levels have lowered by £0.2 million over the last nine months but remain comparatively high. For example, the amount of income received between 1 October 2017 to 31 March 2019 (a time period of 18 months) is £2.4m. The amount invoiced is £3.6m. The amount of debt is £1.2m. A monthly adult social care debt recovery panel takes place to review cases where service users are not paying the charges that have been raised and, where agreed, standard corporate debt proceedings are followed. Further mitigation can be provided by increasing the bad debt provision raised for social care debt, which would decrease the level of saving achievable. A 40 per cent bad debt provision on the additional income that could be generated from these proposals has been included in the savings.

#### **Resources and Implementation:**

##### **1. Strategy, policy and performance (SPP) and finance**

Resources from these teams will be required to:

- Carry out more detailed financial modelling.
- Coordinate consultation and engagement on the proposed changes.
- **Carry out an equalities analysis on the proposed changes.**

##### **2. Financial assessment team**

Resource will be needed from this team to:

- Communicate the final policy changes to staff, service users and carers
- Change financial assessment processes in line with the change in policy
- Carry out reviews to update financial assessments in line with any changes in policy
- Manage the likely increase in requests for reassessment following any change in policy

##### **3. Adult social care**

Resource will be needed from this team to:

- Support SPP and finance with consultation and engagement (it is likely that engagement activity will result in issues relating to care packages – eg requests for reassessments).
- Support the financial assessment team in communicating final policy changes to service users and carers.

## SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

<b>Proposal Title:</b>	<b>Changes to the adult social care charging policy</b>
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<b>Directorate:</b>	Health, Adults & Community	<b>Reference:</b>	SAV / HAC 003 / 20-21
<b>Service Area:</b>	Adult social care	<b>Strategic Priority Outcome:</b>	3. People access joined-up services when they need them and feel healthier and more independent
<b>Lead Member &amp; Title:</b>	Cllr Amina Ali, Cabinet Member for Adults, Health and Wellbeing	<b>Lead Officer &amp; Job Title:</b>	Joanne Starkie (Head of Strategy and Policy – Health, Adult and Community Services), Adrian Osborne (Head of Strategic Finance – Health, Adult and Community Services) and Claudia Brown (Divisional Director, Adult Social Care)

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
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 change will impact on adult social care users and carers. The nature of adult social care means there are specific implications for people with a disability. A previous impact assessment in October 2018 identified that approximately 43 per cent of adult social care users are being charged an amount of money at any one time (around 1170 people). Older people and people of a White ethnic background were more likely to be paying the full cost of their care (up to the maximum amount of £250 per week) compared to other groups in this assessment.

<b>Changes to a Service</b>
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Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	

<b>Changes to Staffing</b>
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Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

<b>Summary:</b>	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	<b>Yes</b>

<b>Additional Information and Comments:</b>

## SAVINGS PROPOSAL

<b>Proposal Title:</b>	<b>Integration of Tower Hamlets short-term support services - rehabilitation and reablement</b>		
<b>Directorate:</b>	Health, Adults & Community	<b>Reference:</b>	SAV / HAC 004 / 20-21
<b>Service Area:</b>	Localities east and reablement	<b>Strategic Priority Outcome:</b>	3. People access joined-up services when they need them and feel healthier and more independent
<b>Lead Member &amp; Title:</b>	Cllr Amina Ali, Cabinet Member for Adults, Health and Wellbeing	<b>Lead Officer &amp; Job Title:</b>	Paul Swindells, Service Manager Claudia Brown, DD Adult Social Care

<b>Financial Impact:</b>	<b>Current Budget</b>	<b>Net Saving / Income Breakdown</b>				<b>Staffing Impact:</b>	
	Budget 19-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	<b>Total £'000</b>	Current FTE 2019-20	60
	2251	-	-	100	<b>100</b>	Total FTE Reductions	3

### Proposal Summary:

The proposal is to explore the options for the integration of a range of short-term support services (rehabilitation and reablement) across the East London Foundation Trust (ELFT) and the London Borough of Tower Hamlets (LBTH). The present range of short-term support services includes:

- Reablement service – LBTH
- Rapid response service – ELFT
- Intermediate care – ELFT
- Admissions avoidance / discharge to assess - ELFT

The proposal explores opportunities to merge these various offers together with options to either realign, partially integrate, or fully integrate these services. Many of the services above presently provide an offer to residents being discharged from hospital, and/or those who are already at home when they start to become unwell or need input to improve or restore their independence and wellbeing.

The benefits of exploring an integrated service model include:

- Users will experience a seamless and better co-ordinated short term support offer.
- Clearer referral pathways and access for partners and service users.
- Maximise efficiency, better use of staff resource and skill mix and reduced duplication and handoffs.
- Single point of access for hospital discharges.
- Promotion of joint working culture and best/evidence based practice through integrated protocols and shared responsibilities and learning.

Project objectives:

- Offer a joint health and social care short-term support service.
- A 'one stop shop' approach for all residents who have reablement or rehabilitation needs
- Standardised offer and approach that is Care Act compliant while also meeting the requirements of health and CCG partners.
- Identification of ongoing health and social care needs and the promotion of joint care and support planning.

In turn this would deliver a service which:

- Supports Tower Hamlets delivery of the prevention and wellbeing agenda.
- Supports the health and wellbeing strategy 2017-20 aim to develop a fully integrated health and social care system.
- Facilitates swift and safe hospital discharge.
- Reduces user dependency on long term care and support.

- Promotes user engagement and building resilience through a goal oriented, outcomes focused and strengths based service model and approaches.
- Promotes the creation of integrated health and social care support plans.

The proposal does not include specialist rehabilitation services in the borough; for example the community neuro service, cardiac rehabilitation offer (ARC).

It is acknowledged that considerable work will be required to take this proposal forward and there are some interdependencies with other integration workstreams. For example, the single point of access to health and social care and the localities model of integrated support. As a result of the considerable work still required, a saving of £100,000 is estimated for 2022-23. However, as the work progresses and potential outcomes are understood, the savings opportunity will be refined.

Significant stakeholder and user consultation will be required as part of this proposal as access to the range of short-term support offers have many interdependencies across current services.

#### **Risk and Mitigations:**

Failure of stakeholders and/or partners to agree on a model of integration.

Potential partner organisation intention to also capitalise on the project to make financial savings.

Users and residents' opposition to proposed plans.

Conflicting priorities of partner organisations and shifting of key strategic priorities including national policy.

To mitigate these risks, we are proposing a potential 18 month planning and implementation phase, ensuring stakeholder involvement and strategic and political support from both organisations.

Quantifying risk is challenging at present, the potential saving being proposed is low value at present so the risk is potentially low.

#### **Resources and Implementation:**

Resources required include service/team manager input from all parties and potentially the CCG.

Project management support.

The initial milestone is the joint presentation of models and proposals to the senior management groups in LBTH and ELFT for strategic buy in and steer – following this, a more detailed project plan will need to be developed detailing timelines, activities and proposals.

## SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

<b>Proposal Title:</b>	Integration of Tower Hamlets short-term support services - rehabilitation and reablement		
<b>Directorate:</b>	Health, Adults & Community	<b>Reference:</b>	SAV / HAC 004 / 20-21
<b>Service Area:</b>	Localities east and reablement	<b>Strategic Priority Outcome:</b>	3. People access joined-up services when they need them and feel healthier and more independent
<b>Lead Member &amp; Title:</b>	Cllr Amina Ali, Cabinet Member for Adults, Health and Wellbeing	<b>Lead Officer &amp; Job Title:</b>	Paul Swindells, Service Manager Claudia Brown, DD Adult Social Care

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	Yes	The change will involve the integration of a range of short-term support services., As part of this re-structure/realignment, there will be efficiency savings achieved, due to streamlining the offer and reducing duplication. –While resources will reduce, the workforce and offer will be improved and refreshed. The impact on vulnerable residents and services should be minimal and no individuals with protected characteristics would be disproportionately impacted. A full equalities impact assessment will be taken to consider this in detail.
Does the change reduce resources available to support vulnerable residents?	Yes	See explanation above
Does the change involve direct impact on front line services?	Yes	See explanation above
<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	Access workflows may change. However, a potential outcome is an improvement in accessibility across the range of services.
<b>Changes to Staffing</b>		
Does the change involve a reduction in staff?	Yes	Risk of redundancy or redeployment are minimal but possible.
Does the change involve a redesign of the roles of staff?	Yes	Some roles may involve: <ul style="list-style-type: none"> <li>- A change to job descriptions.</li> <li>- Enhanced roles to include 'health' related support activities.</li> <li>- Change of employer for staff contracts e.g. may have all staff employed by one organisation.</li> <li>- Working hours and days may need to be more flexible e.g. seven day service.</li> <li>- Work location may change (within borough).</li> </ul>

<b>Summary:</b>	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	<b>Yes</b>

<b>Additional Information and Comments:</b>

## SAVINGS PROPOSAL

<b>Proposal Title:</b>	<b>Technology-enabled care</b>		
<b>Directorate:</b>	Health, Adults & Community	<b>Reference:</b>	SAV / HAC 005 / 20-21
<b>Service Area:</b>	Adult Social Care	<b>Strategic Priority Outcome:</b>	3. People access joined-up services when they need them and feel healthier and more independent
<b>Lead Member &amp; Title:</b>	Cllr Amina Ali, Cabinet Member for Adults, Health and Wellbeing	<b>Lead Officer &amp; Job Title:</b>	Joanne Starkie (Head of Strategy and Policy – Health, Adult and Community Services), Claudia Brown (Divisional Director, Adult Social Care), Warwick Tomsett (Joint Director of Integrated Commissioning)

<b>Financial Impact:</b>	<b>Current Budget</b>	<b>Net Saving / Income Breakdown</b>				<b>Staffing Impact:</b>	
	Budget 19-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	<b>Total</b> £'000	Current FTE 2019-20	-
	21,359	-	-	100	<b>100</b>	Total FTE Reductions	-

### Proposal Summary:

This proposal seeks to offer more technology-enabled care to adult social care users, carers and to residents with the aim of:

- Providing more technology-enabled care when it is safe to do so, supplementing and potentially avoiding more costly and more traditional community-based care packages (e.g. home care provision).
- Promoting technology related care to residents and carers, with a view to delaying or reducing the need for wider care and support across the health and care system.

To do this we will expand the catalogue of items for staff, service users, carers and residents. This can include sensors, monitors, voice-activated technology in the home and technology-enabled homes more broadly. This proposal is likely to require working with an external partner with expertise in the technology sector. As a result of this, there is likely to be a requirement for invest to save funding and the potential for capital expenditure. These elements will be refined as work on the proposal progresses.

Significant further work is required to understand what the potential savings may be, therefore, it is currently proposed that a £100,000 saving is attributed to 2022-23. However, as work progresses, this figure will be refined.

Providing care through technology when it is safe to do so has the potential to reduce demand for more traditional care packages. Technology can support people to carry out daily tasks (e.g. turning lights on and off, setting reminders), to stay safe (e.g. sensors that flag when someone wanders, falls or does something outside a regular routine) and to monitor and take action in relation to their health and wellbeing (e.g. checking physical activity levels). Furthermore, technology can enable people to connect with one another and communicate more easily, in-keeping with commitments to tackle loneliness and social isolation in the borough. Overall, technology can work as a preventative measure to delay and reduce the need for care and support, increase independence and can supplement more traditional social care services. This technology is already available but the options and functionality are constantly evolving, meaning that the benefits are ever-changing and developing.

The proposal is in line with wider strategic aims to promote independence and empower residents, service users and carers to have more control over their health and wellbeing. It provides us with the opportunity to work with health partners (through Tower Hamlets Together) to look at technology, health and care more holistically.

### Risk and Mitigations:

1. There is a risk that once the catalogue of technology-enabled care has been expanded, staff in adult social care may not be fully aware of or engage with this offer when developing care packages with adult social care users. This risk can be managed through a communication and engagement plan that involves staff in planning at an early stage.

### Resources and Implementation:

1. **Strategy, policy and performance – health, adult and community services**  
The team will support work to understand current practice in relation to technology-enabled care and support research and insight into future opportunities. This will be done in partnership with experts within the local authority and in Tower Hamlets Together.

2. There is a risk that adult social care users, carers or residents may not be willing or able to use the technology available. This could be due to things like internet access (in the 2018 service user survey in adult social care, 17 per cent of users had access to the internet, another 29 per cent said someone accesses it on their behalf, and the remainder had no access). It could also be due to preferences, such as concerns around voice-activated technology and data protection. These issues will need to be looked at in more detail to understand the barriers to using technology-enabled care and how we may be able to overcome them.
3. The pace of change in relation to technology is a key challenge (as well as being a key opportunity). We need to keep up-to-date on the changing opportunities technology provides and on research and evidence associated with the impact of technology-enabled care. The pace of change can also be a barrier for staff and resident engagement.
4. There is a risk that this work is perceived as automation that will result in a reduction in care staff. This is not expected to be the case, although it may be that technology impacts on how people work (e.g. if demand for social care rises in line with things like an ageing population, it may be that technology enables staff to support more people). The risk of people perceiving this work as something that could result in job losses can be managed through clear communication, highlighting case studies to show how technology can be used in practice.

## **2. Integrated commissioning**

Integrated commissioning will work with and across providers delivering health and social care, building on and incorporating the work related to technology-enabled care.

## **3. Adult social care**

Practitioners would be expected to proactively offer technology-enabled care in assessments and reviews. While this already happens, this proposal involves the expansion of the offer.

## SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

<b>Proposal Title:</b>	Technology-enabled care		
<b>Directorate:</b>	Health, Adults & Community	<b>Reference:</b>	SAV / HAC 005 / 20-21
<b>Service Area:</b>	Adult social care	<b>Strategic Priority Outcome:</b>	3. People access joined-up services when they need them and feel healthier and more independent
<b>Lead Member &amp; Title:</b>	Cllr Amina Ali, Cabinet Member for Adults, Health and Wellbeing	<b>Lead Officer &amp; Job Title:</b>	Joanne Starkie (Head of Strategy and Policy – Health, Adult and Community Services), Claudia Brown (Divisional Director, Adult Social Care), Warwick Tomsett (Joint Director of Integrated Commissioning)

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
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	Offering more technology-enabled care will impact on adult social care users and carers in providing different options for their care. The nature of adult social care means there are specific implications for people with a disability.
<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	
<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>Summary:</b>	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	<b>No</b>

<b>Additional Information and Comments:</b>
The scale and nature of the change being proposed is not yet defined but we are not proposing a policy shift at this stage that would restrict current care package options. For this reason, a full equalities impact assessment is not considered to be required at this stage.



## SAVINGS PROPOSAL

<b>Proposal Title:</b>	<b>Rationalisation and development of early help services from conception to age 25 in youth and commissioning</b>		
<b>Directorate:</b>	Children & Culture	<b>Reference:</b>	SAV / CHI 001 / 20-21
<b>Service Area:</b>	Early help service, integrated early years service, youth service part of the youth and commissioning division	<b>Strategic Priority Outcome:</b>	1. People access a range of education, training, and employment opportunities
<b>Lead Member &amp; Title:</b>	Cllr Danny Hassell, Cabinet Member for Children, Schools and Young People	<b>Lead Officer &amp; Job Title:</b>	Ronke Martins Taylor, Divisional Director Youth and Commissioning

<b>Financial Impact:</b>	<b>Current Budget</b>	<b>Net Saving / Income Breakdown</b>				<b>Staffing Impact:</b>	
	Budget 19-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	<b>Total £'000</b>	Current FTE 2019-20	80
	Early Help 783 IEYS 6047 Youth 3606	-	512	-	<b>512</b>	Total FTE Reductions	16

### Proposal Summary:

This saving proposal is intended to create effective early intervention pathway(s) from pre-conception to age 25 that will address problems as soon as they emerge; supporting families with the right help at the right time.

This is intended to save money by reducing demand through effective early help preventing issues from escalating. The proposal will introduce a pre-conception to age 25 offer across youth and commissioning. This will include the early help service, the integrated early years service and the youth service. This will enable the council to move from later intervention to early intervention and will ensure the development of robust social and emotional bedrock for babies, children, young people and families to increase their resilience and self-reliance. The rationalisation of the service will also reduce duplication and the number of services working with any given family and enable delivery against phase three of the government's 'Troubled Families' Programme.

The further development of a restorative practice model will help to build further resilience within families and create services and focus on sustainability of change. Evidence from other local authorities who have adopted this approach shows a reduction in the number of re-referrals from families into services.

The new approach will ensure families to benefit as soon as possible from the help available. Early intervention foundation research indicates that this approach will save money in the future. It indicates that the gains of this change are significant but not immediate. The initial saving relates to the anticipated reduction in duplication through streamlined services over time, this new approach will filter and reduce the number of families requiring statutory services resulting in further savings opportunities.

### Risk and Mitigations:

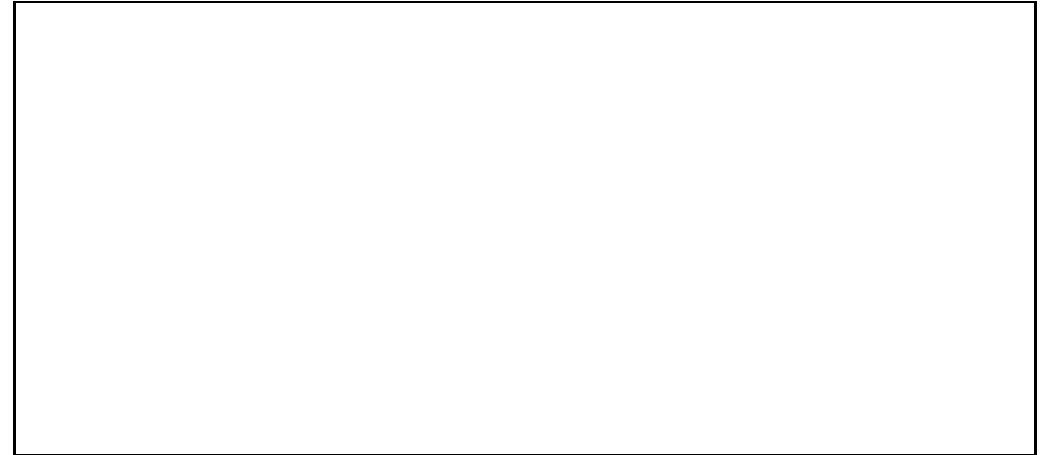
- Changes to frontline staff could increase the caseloads of early help practitioners, reducing their ability to undertake more intensive work with families if required as a result the cost of later intervention for children and families could be higher.
- Any redundancy costs from the outcome of this MTFs saving proposal would need to be met corporately.
- These saving proposals could reduce the number of staff available to operate key sites/provision in for example children centres or youth centres.
- A legal duty may arise to consult both the DfE and the public prior to proposed changes.

### Resources and Implementation:

- HR support through the organisational change is required.
- For implementation to happen the following is required:
  - August 2019 appointment of project management team
  - September to October 2019, functional analysis and planning to develop the business case.
  - November to January 2020, public and staff consultations.
  - February to April, implementation.

These risks can be mitigated through a number of measures including:

- Further development of restorative practice and other training to develop and equip staff.
- Use of holistic whole family working, which reduces the number of services and professionals working with any one family.
- Use of technology to help effectively target families using risk indicators.
- Better integration of IT systems across early help services and with children's social care (CSC), improving access to timely information to support families. This will be delivered through the planned IT changes in CSC.
- Maximisation of the funding from phase three of the government's Trouble Families Programme and working to get additional grant funding as is currently the case with a range of early help programmes.
- If the risks materialise, the impact on the ability to achieve the saving will be minimal due to the implementation of the above listed mitigation strategies.



## SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

<b>Proposal Title:</b>	Rationalisation and development of early help services from conception to age 25 in youth and commissioning		
<b>Directorate:</b>	Children & Culture	<b>Reference:</b>	SAV / CHI 001 / 20-21
<b>Service Area:</b>	Early help service, integrated early years service, youth service part of the youth and commissioning division	<b>Strategic Priority Outcome:</b>	1. People access a range of education, training, and employment opportunities
<b>Lead Member &amp; Title:</b>	Cllr Danny Hassell, Cabinet Member for Children, Schools and Young People	<b>Lead Officer &amp; Job Title:</b>	Ronke Martins Taylor, Divisional Director Youth and Commissioning

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
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	
<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 way in which services are accessed has the potential to be very different with early help and other changes being implemented.
<b>Changes to Staffing</b>		
Does the change involve a reduction in staff?	Yes	As part of the review, the exact numbers and details will be established.
Does the change involve a redesign of the roles of staff?	Yes	Inevitably, due to the scale of the change, some staff roles will have to change to meet the needs of the new environment.

<b>Summary:</b>	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	<b>Yes</b>

<b>Additional Information and Comments:</b>

## SAVINGS PROPOSAL

<b>Proposal Title:</b>	<b>Savings and traded delivery of education and partnership services</b>		
<b>Directorate:</b>	Children & Culture	<b>Reference:</b>	SAV / CHI 002 / 20-21
<b>Service Area:</b>	Education and partnerships	<b>Strategic Priority Outcome:</b>	1. People access a range of education, training, and employment opportunities
<b>Lead Member &amp; Title:</b>	Cllr Danny Hassell, Cabinet Member for Children, Schools and Young People	<b>Lead Officer &amp; Job Title:</b>	Christine McInnes, Service Head Education & Partnership

<b>Financial Impact:</b>	<b>Current Budget</b>	<b>Net Saving / Income Breakdown</b>				<b>Staffing Impact:</b>	
	Budget 19-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	<b>Total</b> £'000	Current FTE 2019-20	70
	3,773.6	-	506	110	<b>616</b>	Total FTE Reductions	7

### Proposal Summary:

The education and partnership services have identified potential savings through improved efficiencies, ceasing non statutory functions, additional income generation and trading income.

#### Parental engagement

A proposed £200,000 reduction will be achieved through a combination of actions including charging children's social care/early help services for delivery of parenting programmes mandated by the courts. The use of early help funding to pay for parenting courses, including through the use of the Troubled Families Programme funded by government, which has not yet been confirmed or allocated beyond 2020/2, may help to mitigate any adverse impact on other children's social care or early help budgets.

#### Education safeguarding service

The service fulfils a number of statutory duties for the local authority in relation to safeguarding in education. In previous years, the council invested heavily in this service as a way of mitigating the high level of risk locally.

The service has a previously agreed saving of £70,000, to be implemented in 2020-21, achieved by deleting the head of service post. It is proposed to save a further £210,000 from a 30 per cent reduction in the general fund contribution to the service. The proposed reduction would be implemented over a two year period and will reduce the service of eight staff by the equivalent of two posts and increase the income generation target of the service. There is currently a high level of investment in developing school capacity in safeguarding practice, which can decrease over time to become more focused on a quality assurance role or traded delivery.

Now the team comes under the leadership of the corporate school for vulnerable children (as part of the agreed saving on reducing the head of service), there are also opportunities for further efficiency savings, which are being scoped. The savings would be delivered over a two year period 2021/22 and 2022/23.

The model is underpinned by an assumption that schools will, over time, need less direct support for safeguarding as an outcome of developing their capacity through a variety of ways including the establishment of the schools designated safeguarding leads development programme and school safeguarding audits.

#### Attendance and welfare service

The attendance service is a traded service with schools. The majority of schools currently buy into the service. The local authority retains statutory duties in this area supported by £500,000 from the general fund. The proposed saving of £100,000 represents a reduction of 20 per cent, which can be met by efficiency savings resulting from identified underspends.

#### Educational psychology

This service was reduced by £200,000 in 2018-19. The new saving of £85,000 would be achieved by reducing a post and increasing income generation.

### **School improvement primary (Gorsefield)**

Gorsefield Rural Studies Centre is a residential centre based in the village of Stansted Mountfitchet in Essex. The Edwardian house sits on a seven acre site surrounded by the picturesque Essex countryside. It has been owned by the London Borough of Tower Hamlets since 1990 and welcomes schools and community groups from the borough throughout the year.

Gorsefield currently generates £248k in income and £268k in expenditure and therefore relies on the general fund contribution to cover costs of £20k.

The intention is to become a fully traded model from 2021-22. The centre is currently running a deficit and work is being undertaken to develop a business plan with a view to it becoming self-financing. Increased income would remove the general fund contribution and require the centre to cover its costs.

This relatively modest increase in traded income to ensure that the centre is financially sustainable would be planned for over the financial year 2020/21. We have a headteacher in the borough who has agreed to work on this, alongside others with business experience and therefore we are confident that the increase in income can be made. The centre will look at improving its marketing and bookings so that more people can book when the centre is not being used for school visits and ensure greater use in school holidays. We are also considering how to explore options for other, wider, council uses of the building including for early help, family support and respite.

### **Risk and Mitigations:**

#### **Parental engagement**

##### Risks

- With regard to charging for the parenting programmes, this will result in a financial pressure on children's social care (CSC) /early help. If another provider were to be used, this is likely to be to the detriment of quality and possibly increase costs to Children's Services as a whole.
- The service is a key contributor to the early help offer and a reduction in the early help capacity, potentially increasing pressures on CSC.
- The service is a key contributor to the capacity to deliver wider council anti-poverty, cohesion and employability priorities.

These risks may be mitigated through:

- Close coordination between children's social care, early Years and the service.
- The use of early help funding to pay for parenting courses, including through the Troubled Families Programme government funding if it is extended.

#### **Education safeguarding service**

##### Risks:

- There will be some reduction of frontline capacity to keep vulnerable children safe and a possible impact on the council's early help capacity, potentially increasing pressures on CSC.
- Detailed plans have yet to be developed but each function is underpinned by a variety of legislative requirements and reducing the capacity in the service, without mitigation, risks the council not fulfilling its statutory duties or maintaining its Ofsted rating.

#### **Attendance and welfare service**

The council's statutory duties are generously met at present and it is anticipated that this reduction can be made with limited impact.

### **Resources and Implementation:**

#### **Parental engagement**

A review of the current service delivery model to identify where efficiencies can be made and feasibility study in collaboration with CSC regarding the transition to payment for parenting courses. It is anticipated that the majority and possibly all the work can be undertaken internally by the service.

#### **Education safeguarding service**

2020-21

Specialist project capacity is required to undertake an analysis and benchmarking exercise to develop a proposal that minimises the increase in risks, which will arise from reducing this service.

The proposal is likely to require a public consultation; communications and legal advice would be required to ensure a robust consultation. Project and HR capacity will be needed to support the development of proposed new staffing structure and drafting of reports.

#### **Attendance and welfare service**

There are no significant resource implications anticipated.

#### **Educational psychology**

It is anticipated that the majority and possibly all of the work can be undertaken internally by the service. HR support will be needed to support the deletion of a post. This may require redundancy costs to be funded corporately.

#### **School improvement primary (Gorsefield)**

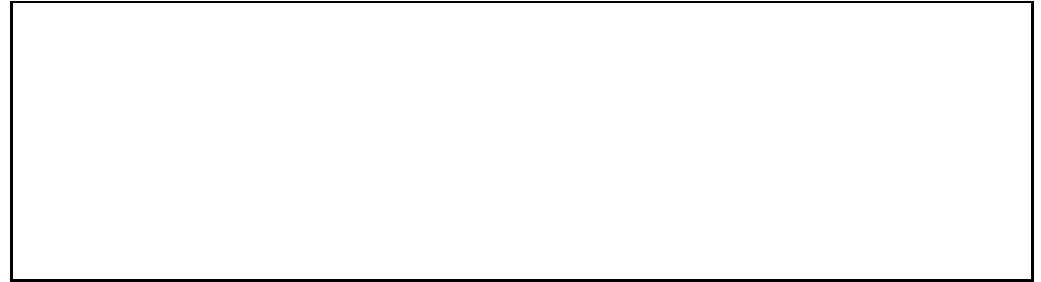
Support to undertake a detailed feasibility study and to develop the business case demonstrating that the centre can become self-financing.

**Educational psychology**

There is a risk that this reduction will reduce the capacity in the team to undertake discretionary work in addition to traded delivery, such as providing support in children's centres.

**School improvement primary (Gorsefield)**

This relatively modest increase in traded income to ensure that the centre is financially sustainable would be planned for over the financial year 2020/21, therefore the risk is considered minimal.



## SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

<b>Proposal Title:</b>	<b>Savings and traded delivery of education and partnership services</b>
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<b>Directorate:</b>	Children & Culture	<b>Reference:</b>	SAV / CHI 005 / 20-21
<b>Service Area:</b>	Education and partnerships	<b>Strategic Priority Outcome:</b>	1. People access a range of education, training, and employment opportunities
<b>Lead Member &amp; Title:</b>	Cllr Danny Hassell, Cabinet Member for Children, Schools and Young People	<b>Lead Officer &amp; Job Title:</b>	Christine McInnes, Service Head Education & Partnership

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	Yes	<b>Age, disability, race, religion or belief</b> By its very nature, this proposal sees a reduction in resources relating to children and young people. There is a reduction in staff who are dedicated to work with identified priority groups in the borough and to promoting community cohesion.
Does the change reduce resources available to support vulnerable residents?	Yes	This service supports a number of groups that could be considered vulnerable, including parents in need of or required to undertake parenting classes, parents/carers in need of early years childcare, children vulnerable to exploitation, children with health issues, children electively home educated, and children missing education.
Does the change involve direct impact on front line services?	Yes	There is the potential for significant impacts on frontline services, particularly in the council's capacity to deliver early Help. The full equalities impact assessment will detail how these impacts are to be mitigated.

### Changes to a Service

Does the change alter who is eligible for the service?	Yes	Eligibility for the service will need to be considered, including introducing eligibility criteria or amending it to better reflect the new services.
Does the change alter access to the service?	Yes	Thresholds to access the services will need to be considered, including introducing or changing them to better reflect the new services.

### Changes to Staffing

Does the change involve a reduction in staff?	Yes	Potentially this proposal could result in a reduction of a maximum of seven full time equivalent staff across services as detailed in the proposal. This is in the context of a total staff of 70, so a reduction of a maximum of 10 per cent.
Does the change involve a redesign of the roles of staff?	Yes	The roles of staff will have to be considered as part of the changes to these services. The level of transformation is likely to mean some change of roles, however, this will be considered and managed working closely with HR to identify the best approach.

<b>Summary:</b>	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	<b>Yes</b>

<b>Additional Information and Comments:</b>

## SAVINGS PROPOSAL

<b>Proposal Title:</b>	Transformation of service delivery provided by the integrated early years service		
<b>Directorate:</b>	Children & Culture	<b>Reference:</b>	SAV / CHI 003 / 20-21
<b>Service Area:</b>	Integrated early years service, youth and commissioning division	<b>Strategic Priority Outcome:</b>	2. Children and young people are protected so they can realise their potential
<b>Lead Member &amp; Title:</b>	Cllr Danny Hassell, Cabinet Member for Children, Schools and Young People	<b>Lead Officer &amp; Job Title:</b>	Ronke Martins Taylor, Divisional Director Youth and Commissioning

<b>Financial Impact:</b>	<b>Current Budget</b>	<b>Net Saving / Income Breakdown</b>				<b>Staffing Impact:</b>	
	Budget 19-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	<b>Total £'000</b>	Current FTE 2019-20	TBC
	6,077	494	-	406	<b>900</b>	Total FTE Reductions	TBC

### Proposal Summary:

This saving proposal offers up recurring savings through the delivery of improved efficiencies (£494k in 2020-21) and structural change (£406k in 2022-23). The details of the savings proposals are as set out below:

1. In 2020-21, £494k of efficiency savings have been identified from underspends and uncommitted general fund in the integrated early years service.
2. The period covering 2021 -22 will be used to review the impact and effectiveness of (SAV / CHI 006 / 20-21) a previously agreed budget savings focused on the rationalisation and development of early help services from conception to age 25 in youth and commissioning. It is anticipated that following this review further efficiencies would be possible to achieve an additional £406k saving in 2022/23.

### Risk and Mitigations:

*What will the major risks on the project be?*

- Possible reductions in the delivery of sessions and services at children's centres due to staffing ratio issues.
- The IEYS may no longer be able to support further developments in areas such as early language acquisition through children's centres, childcare settings and school EY units.
- The level of language acquisition birth to five could potentially fall leading to lower Early Years Foundation Stage Profile outcomes, and lower education and health outcomes.

*What will their impact be on the IEYS and Tower Hamlets Council?*

- Capacity for partnership work with health professionals (HV teams, hospitals, GPCG at al.) could be significantly reduced.
- This could lead to further demand for additional educational support during primary school age.

*What are the possible mitigation strategies?*

### Resources and Implementation:

*What are the resources needed to build up the proposal?*

1. No additional resources required.
2. Organisational change team required.

*Is feasibility work required?*

1. No.
2. Yes - specifically an equalities impact analysis for users for any proposed service changes.

*Activities required by 2020-21?*

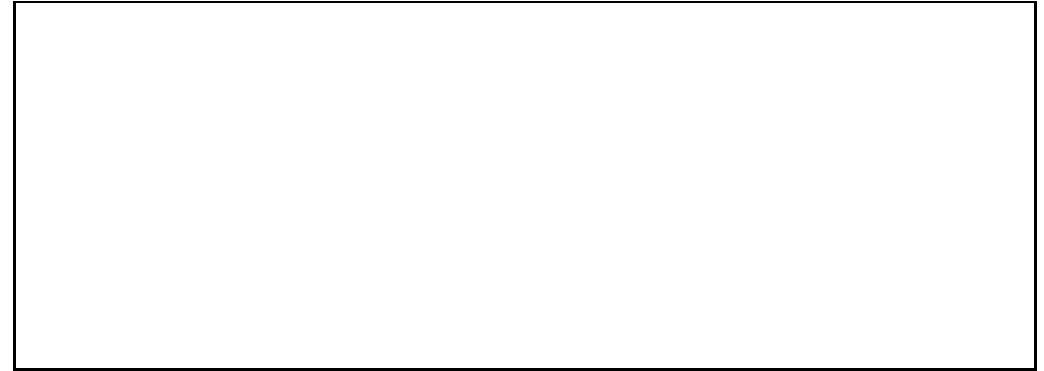
1. No.
2. Organisational process to consult staff. Potential public consultation to any service changes, should this be required.



- Exploring additional partnership working and delivery of activity; with voluntary sector partners or other statutory partners e.g. health services
- Additional services being co-located in Children's Centres e.g. early help workers.
- Undertake analysis of further efficiencies and reduction in discretionary services or exploring possibilities of traded income generation.

*Quantify the risk if possible:*

- If the risks materialise the impact on the ability to achieve the saving will be minimal due to the implementation of the above listed mitigation strategies.



## SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

<b>Proposal Title:</b>	<b>Transformation of service delivery provided by the integrated early years service</b>
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<b>Directorate:</b>	Children & Culture	<b>Reference:</b>	SAV / CHI 003 / 20-21
<b>Service Area:</b>	Integrated Early Years' Service (IEYS), Youth and Commissioning Division	<b>Strategic Priority Outcome:</b>	2. Children and young people are protected so they can realise their potential
<b>Lead Member &amp; Title:</b>	Cllr Danny Hassell, Cabinet Member for Children, Schools and Young People	<b>Lead Officer &amp; Job Title:</b>	Ronke Martins Taylor, Divisional Director Youth and Commissioning

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	Yes	This proposal reduces the resources dedicated to early education settings: School Early Years units, childcare providers, child minders and therefore has the potential to impact on families living in disadvantage across a range of protected characteristics.
Does the change reduce resources available to support vulnerable residents?	Yes	This proposal reduces the resources dedicated to early education settings: School Early Years units, childcare providers, child minders and therefore has the potential to impact on families living in disadvantage across a range of protected characteristics.
Does the change involve direct impact on front line services?	Yes	This proposal reduces the resources dedicated to early education settings: School Early Years units, childcare providers, child minders and therefore has the potential to impact on families living in disadvantage across a range of protected characteristics.
<b>Changes to a Service</b>		
Does the change alter who is eligible for the service?	Yes	Because services will be reduced, eligibility for services may have to be reviewed.
Does the change alter access to the service?	Yes	Because services will be reduced, access to services may have to be reviewed.
<b>Changes to Staffing</b>		
Does the change involve a reduction in staff?	Yes	The level of savings rely on savings being made from the IEYS staffing budget. An organisational change process will be followed with full public consultation as appropriate.
Does the change involve a redesign of the roles of staff?	Yes	In considering the new staffing structure, the roles of some remaining staff may need to be reviewed.

<b>Summary:</b>	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	<b>Yes</b>

<b>Additional Information and Comments:</b>

## SAVINGS PROPOSAL

<b>Proposal Title:</b>	<b>Transformation of service delivery following the youth service review</b>		
<b>Directorate:</b>	Children & Culture	<b>Reference:</b>	SAV / CHI 004 / 20-21
<b>Service Area:</b>	Youth service part of the youth and commissioning division	<b>Strategic Priority Outcome:</b>	2. Children and young people are protected so they can realise their potential
<b>Lead Member &amp; Title:</b>	Cllr Danny Hassell, Cabinet Member for Children, Schools and Young People	<b>Lead Officer &amp; Job Title:</b>	Ronke Martins Taylor, Divisional Director Youth and Commissioning

<b>Financial Impact:</b>	<b>Current Budget</b>	<b>Net Saving / Income Breakdown</b>				<b>Staffing Impact:</b>	
	Budget 19-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	<b>Total £'000</b>	Current FTE 2019-20	TBC
	3,606	-	500	-	<b>500</b>	Total FTE Reductions	TBC

### Proposal Summary:

This savings proposal is predicated on the findings from the youth service review (YSR), which concluded in October 2019. The YSR is intended to provide a comprehensive assessment of what young people and key stakeholders want from their future youth service. The YSR will support the delivery of a co-produced youth offer through the involvement of young people and key stakeholders in the consultation process. The YSR is currently being analysed to enable an understanding of:

- what children and young people want from youth activity
- what children and young people, youth activity providers, the community, and elected members want from the youth service;
- the key priority areas for the future delivery of youth work, including the shape of commissioned, detached, and universal youth work delivery
- the revised outcomes that need to be achieved to deliver effective and accountable youth provision from both internal and external youth providers.

The key principles that will be embedded in the youth service following the YSR will be:

- 66 per cent of the available budget for youth work delivery will be spent on commissioned providers. The primary focus of work will be universal youth work delivery.
- 33 per cent of the available budget for youth work delivery will be spent on internal provision. The primary focus will be targeted youth work delivery.
- The provision of enhanced or specialist youth hubs (arts, sports, enterprise, digital /media).
- Youth service participation in the provision of an integrated area based early help offer (0 - 25).
- Targeted and intensive one-to-one work with vulnerable young people.
- Prioritising young people's safety, aspirations and health and wellbeing.
- Prioritising youth inclusion (LGBTQ, SEND, girls and young women).
- Prioritising the provision of a bespoke offer for under-represented youth based on assessed need.
- Delivering a young carers offer.
- Supporting the delivery of youth voice and influence.

The savings will deliver greater economies of scale to better and more effectively use the youth service budget. The service will be restructured during 2020 to deliver a mixed youth provision that will include:

- Youth hubs: The delivery of youth activity only in key high quality youth hubs. Wherever possible, the focus will be on using partner premises such as in schools or the voluntary sector. This will result in having fewer premises related costs.
- Detached youth work: This will offer more flexibility at the local level where the areas of greatest need will be targeted. This approach will incur fewer overheads.
- A greater focus on externally commissioned universal youth provision.: This will incur less cost than internally delivered provision.
- A team of internal support workers: The team will deliver:

- one-to-one work with vulnerable young people in partnership with colleagues in early help and the integrated early years' service;
- participation to support the youth council, young carers and the Children in Care Council; and
- contract management and oversight.

**Please note:** This also relates to the early help proposal to introduce a pre-conception to age 25 offer across the youth and commissioning division. The youth service would contribute staff to work effectively with young people who had identified risks and concerns.

#### **Risk and Mitigations:**

The risks include:

- Changes to the delivery of frontline services could increase the numbers of young people not engaging with the service or not receiving early help.
- Risk that savings will not be made if the service redesign from the YSR is not implemented.
- Numbers of families in need of in-depth support will increase logarithmically.

To mitigate, we will:

- Ensure that the youth service works with other services to deliver an integrated early help offer for families, children and young people.
- Ensure the YSR review is implemented with a range of external partners, including commissioned providers.
- Continually engage with young people so that the service reflects their needs and priorities to maximise engagement and opportunities.

Note: The further details of risk and mitigation will be considered by the proposals emerging from the YSR.

#### **Resources and Implementation:**

Resources needed:

- Significant project management support and functions analysis.
- Redundancy and early retirement costs to be identified and met separately from corporate budgets.
- Feasibility work will be required.

To implement, the following needs to happen:

- Completion of youth service mapping and consultation exercise, analysis and recommendations report to Cabinet. These need to be costed to provide accurate potential savings/choices on changes to delivery.

## SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

<b>Proposal Title:</b>	<b>Transformation of service delivery following the youth service review</b>
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<b>Directorate:</b>	Children & Culture	<b>Reference:</b>	SAV / CHI 004 / 20-21
<b>Service Area:</b>	Youth service, youth and commissioning	<b>Strategic Priority Outcome:</b>	2. Children and young people are protected so they can realise their potential
<b>Lead Member &amp; Title:</b>	Cllr Danny Hassell, Cabinet Member for Children, Schools and Young People	<b>Lead Officer &amp; Job Title:</b>	Ronke Martins-Taylor, Divisional Director Youth and Commissioning

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	Yes	The reduction in resources devoted to children and young people could be seen as addressing a particular inequality. A full Equalities Impact Assessment (EQIA) will consider information about demographics of service users in order to summarise the impact.
Does the change reduce resources available to support vulnerable residents?	Yes	The reduction in resources has the potential to affect vulnerable residents in particular. A full Equalities Impact Assessment (EQIA) will consider information about demographics of service users in order to summarise the impact.
Does the change involve direct impact on front line services?	Yes	The change focuses on a range of frontline services. A full equalities impact assessment will consider information about demographics of service users to summarise the impact.

### Changes to a Service

Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	Yes	Awaiting information as to demographics of service users in order to summarise the impact. Fewer hubs have the potential to affect those users with SEND, as they may need to travel further. There may also be effects on particular age groups (ie 11-25 year olds), and certain ethnicities.

### Changes to Staffing

Does the change involve a reduction in staff?	Yes	The scale of the changes mean that it is likely that a reduction of staff will be necessary. A full equalities impact assessment will consider information about demographics of staff in order to summarise the impact
Does the change involve a redesign of the roles of staff?	Yes	The scale of the changes mean that it is likely that some redesign of staff roles will be necessary. A full equalities impact assessment will consider information about demographics of staff to summarise the impact.

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	<b>Yes</b>

Additional Information and Comments:

## SAVINGS PROPOSAL

<b>Proposal Title:</b>	<b>Transformation of SEND transport commissioning</b>		
<b>Directorate:</b>	Children & Culture	<b>Reference:</b>	SAV / CHI 005 / 20-21
<b>Service Area:</b>	Education and partnerships	<b>Strategic Priority Outcome:</b>	1. People access a range of education, training, and employment opportunities
<b>Lead Member &amp; Title:</b>	Cllr Danny Hassell, Cabinet Member for Children, Schools and Young People	<b>Lead Officer &amp; Job Title:</b>	Christine McInnes, Service Head Education & Partnership

<b>Financial Impact:</b>	<b>Current Budget</b>	<b>Net Saving / Income Breakdown</b>				<b>Staffing Impact:</b>	
	Budget 19-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	<b>Total</b> £'000	Current FTE 2019-20	19
	4,917	=	500	500	<b>1,000</b>	Total FTE Reductions	0

### Proposal Summary:

**This proposal should be read in conjunction with the corresponding growth bid GRO/CHI-003/20-21 SEND transport budget pressures and demographic growth**

There is a predicted overspend for special educational needs and disabilities (SEND) transport of £2.5 million, for which a growth bid has been submitted to fund the pressures in 2020-21.

A review is being undertaken to agree actions to deliver a transformed SEND transport offer. The action plan will propose changes to the arrangements for SEND transport policy, governance, financial monitoring, procedural redesigns and the introduction of a new approach to commissioning taxi routes that is intended to deliver best value.

It is anticipated that the action plan will result in savings of £0.5m in 2021-21 and a further £0.5m in 2022-23 through driving down future cost pressures and supporting effective demand management.

During this period, the expectation is that the following issues will be resolved:

- Introduce new commissioning arrangements through a new dynamic purchasing system to increase the range of providers used and decrease costs.
- Introduce new SEND transport policies to support children and families to access alternative means of travel, including the use of direct payments and maximising use of independent travel schemes.
- Maximise the use of internal transport services, through improved routes and reducing demand for second runs.
- Introduce new governance arrangements to ensure, among other things, there is more robust oversight of SEND transport finances.

The implementation of the action plan will require full engagement with a range of stakeholders including full public consultation on any significant policy change proposals.

### Risk and Mitigations:

The risks are:

- Failure to implement the SEND recovery action plan.
- Failure to deliver the savings and increased pressures on SEND transport budget.

These risks will be mitigated by the new governance arrangements for SEND transport and commissioning. If the risks materialise, the impact on the ability to achieve the saving will be minimal due to the implementation of the above mitigation strategies.

### Resources and Implementation:

- Significant project management support and functions analysis on an ongoing basis.
- Full involvement of elected members will be required to make any policy changes that may be needed.
- Public consultation may be required for some elements of the project.

## SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

<b>Proposal Title:</b>	Transformation of SEND transport commissioning		
<b>Directorate:</b>	Children & Culture	<b>Reference:</b>	SAV / CHI 005 / 20-21
<b>Service Area:</b>	Education and partnerships	<b>Strategic Priority Outcome:</b>	1. People access a range of education, training, and employment opportunities
<b>Lead Member &amp; Title:</b>	Cllr Danny Hassell, Cabinet Member for Children, Schools and Young People	<b>Lead Officer &amp; Job Title:</b>	Christine McInnes, Service Head Education & Partnership

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
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?	Yes	There is the potential for eligibility arrangements to change. The detailed plans will consider this, alongside an equalities impact assessment and any mitigation resulting from it.
Does the change alter access to the service?	Yes	There is the potential for service access arrangements to change. The detailed plans will consider this, alongside an equalities impact assessment and any mitigation resulting from it.
<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 is the potential for staff roles to change. The detailed plans will consider this, alongside an equalities impact assessment and any mitigation resulting from it.

<b>Summary:</b>	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	<b>Yes</b>

<b>Additional Information and Comments:</b>

## SAVINGS PROPOSAL

<b>Proposal Title:</b>	<b>Property Asset Strategy</b>		
<b>Directorate:</b>	Place	<b>Reference:</b>	SAV / PLA 001 / 20-21
<b>Service Area:</b>	Corporate property and capital delivery	<b>Strategic Priority Outcome:</b>	11. The Council continuously seeks innovation and strives for excellence to embed a culture of sustainable improvement
<b>Lead Member &amp; Title:</b>	Mayor John Biggs, Executive Mayor	<b>Lead Officer &amp; Job Title:</b>	Alan McCarthy, Interim Head of Asset Management

<b>Financial Impact:</b>	<b>Current Budget</b>	<b>Net Saving / Income Breakdown</b>				<b>Staffing Impact:</b>	
	Budget 19-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	<b>Total</b> £'000	Current FTE 2019-20	N/A
	Inc 852 Exp 4,894	-	1,000	-	<b>1,000</b>	Total FTE Reductions	N/A

### Proposal Summary:

The asset management service is in the process of delivering the council's property asset strategy. The programme consists of four discreet work strands as follows:

- Work strand A – Service review
- Work strand B – Property optimisation
- Work strand C – Income generation
- Work strand D – Review of operational estate

To ensure that the outcomes of the asset strategy can be delivered effectively and efficiently, we are undertaking reviews of property use and engagement with service teams at the same time. The objective of the property asset strategy is to enable the asset management service to: provide an efficient property estate that supports service delivery; take a holistic view of the council's estate; and match service requirements with property assets, rather than taking a piecemeal approach that leads to higher costs in the long-term and missed opportunities. It is anticipated that individual opportunities will arise that can lead to quick wins and, where available these will be taken.

The delivery of the asset strategy will be led by the head of asset management and overseen by the divisional director property and major programmes. The programme will be monitored through the asset management working group and report into the asset management board.

### Proposed savings and timeframe:

The proposed saving is £1 million in 2021/22. This saving is a minimum target for the property asset strategy and will be delivered through financial efficiencies and income generation that will be identified through the work strands.

The following financial efficiencies have been identified:

- £120k rental income from the letting of Bromley Public Hall (part of the St Georges Town Hall project).
- £20k rental income from St Georges Town Hall (part of the St Georges Town Hall project).
- £200k rental income from Montefiore Centre (part of the Montefiore Centre refurbishment project).
- £200k saving from more efficient working, outsourcing, income generation.
- £250k generated from other rental income (Shadwell Centre project, review of service leases, rent reviews for non-HRA, short term letting empty buildings).
- £50k from new advertising lettings.
- £260k reduction in building running costs across estate.

Capital expenditure will be required, to support individual projects and the delivery of the planned savings. It is unlikely that the delivery of the property asset strategy will have a major impact on specific service delivery as a collaborative approach is being undertaken and stakeholders are being engaged through all through all four work strands.



#### **Risk and Mitigations:**

There is a risk that without investing to save funding, the project cannot continue.

There is a risk that services do not engage in the service review workshops.

There is a risk that no opportunities to make financial efficiencies are identified.

Services have been engaged at corporate leadership team and directorate leadership team levels and through the asset management board for over the last 12 months.

Initial investigation identified £1m of financial efficiencies.

#### **Resources and Implementation:**

The asset management service requires £100k of invest to save funding to support the appointment of a consultant to lead the property asset strategy, facilitate workshops, review property assets and develop business cases for the delivery of individual projects. This funding is required in 19/20 as the project is in delivery and the service does not have the funds to continue delivery.

## SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

<b>Proposal Title:</b>	Property Asset Strategy		
<b>Directorate:</b>	Place	<b>Reference:</b>	SAV / PLA 001 / 20-21
<b>Service Area:</b>	Corporate property and capital delivery	<b>Strategic Priority Outcome:</b>	11. The Council continuously seeks innovation and strives for excellence to embed a culture of sustainable improvement
<b>Lead Member &amp; Title:</b>	Mayor John Biggs, Executive Mayor	<b>Lead Officer &amp; Job Title:</b>	Alan McCarthy, Interim Head of Asset Management

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impact on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
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	
<b>Changes to Staffing</b>		
Does the change involve a reduction in staff?	Yes	The property asset strategy may lead to a reduction in staff through the closure of buildings. This impact will be assessed on a project by project basis and HR guidance sought as appropriate including a full equalities impact assessment if this is appropriate.
Does the change involve a redesign of the roles of staff?	No	

<b>Summary:</b>	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	<b>No</b>

<b>Additional Information and Comments:</b>

## SAVINGS PROPOSAL

<b>Proposal Title:</b>	<b>Deletion of dedicated business assurance function for Place Directorate</b>
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<b>Directorate:</b>	Place	<b>Reference:</b>	SAV / PLA 002 / 20-21
<b>Service Area:</b>	Growth and economic development	<b>Strategic Priority Outcome:</b>	11. The Council continuously seeks innovation and strives for excellence to embed a culture of sustainable improvement
<b>Lead Member &amp; Title:</b>	Cllr Motin Uz-Zaman, Cabinet Member for Work and Economic Growth	<b>Lead Officer &amp; Job Title:</b>	Vicky Clark, Divisional Director Growth and Economic Development

<b>Financial Impact:</b>	<b>Current Budget</b>	<b>Net Saving / Income Breakdown</b>				<b>Staffing Impact:</b>	
	Budget 19-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	<b>Total £'000</b>	Current FTE 2019-20	64
	317	56	-	-	<b>56</b>	Total FTE Reductions	1

### Proposal Summary:

This proposal is to delete the business assurance role which is based in the growth and economic development team but which services the entire Place Directorate. New approaches and tools to manage risk and assurance means there is a diminished requirement for a dedicated officer to support this agenda, creating the opportunity for savings.

### Risk and Mitigations:

The major risk for this project is that the Place Directorate falls behind in meeting its risk and assurance obligations and that risks which could have been mitigated are not, negatively impacting service delivery.

The mitigation is to ensure that risk issues are discussed at directorate leadership team and senior leadership team level so that managers are aware of and compliant with risk protocols and that risk management compliance forms part of objective setting.

### Resources and Implementation:

No resources are required to build up the proposal.

Work is required to establish the mitigations identified – this work can be conducted by the postholder during their notice period, should the saving be taken up.

## SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

<b>Proposal Title:</b>	Deletion of dedicated business assurance function for Place Directorate		
<b>Directorate:</b>	Place	<b>Reference:</b>	SAV / PLA 002 / 20-21
<b>Service Area:</b>	Growth and Economic Development	<b>Strategic Priority Outcome:</b>	11. The Council continuously seeks innovation and strives for excellence to embed a culture of sustainable improvement
<b>Lead Member &amp; Title:</b>	Cllr Motin Uz-Zaman, Cabinet Member for Work and Economic Growth	<b>Lead Officer &amp; Job Title:</b>	Vicky Clark, Divisional Director Growth and Economic Development

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
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	
<b>Changes to Staffing</b>		
Does the change involve a reduction in staff?	Yes	One post will be deleted and the post holder will be at risk of redundancy
Does the change involve a redesign of the roles of staff?	No	

<b>Summary:</b>	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	<b>No</b>

<b>Additional Information and Comments:</b>

## SAVINGS PROPOSAL

<b>Proposal Title:</b>	<b>New Town Hall revenue savings</b>		
<b>Directorate:</b>	Place	<b>Reference:</b>	SAV / PLA 003 / 20-21
<b>Service Area:</b>	Corporate property and capital delivery	<b>Strategic Priority Outcome:</b>	11. The Council continuously seeks innovation and strives for excellence to embed a culture of sustainable improvement
<b>Lead Member &amp; Title:</b>	Mayor John Biggs, Executive Mayor	<b>Lead Officer &amp; Job Title:</b>	Yasmin Ali, Project Director – Town Hall

<b>Financial Impact:</b>	<b>Current Budget</b>	<b>Net Saving / Income Breakdown</b>				<b>Staffing Impact:</b>	
	Budget 19-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	<b>Total £'000</b>	Current FTE 2019-20	-
	5,291	-	-	225	<b>225</b>	Total FTE Reductions	-

### Proposal Summary:

The council's move to the new town hall at Whitechapel in 2022 will generate substantial revenue savings from 2022/23 onwards. The completion of the project will be Spring 2022 when we will start a phased occupation of the site.

Currently, we envisage to move ground floor services into the new town hall first, which will release savings of £225,480 for the closure of Albert Jacob House. The remaining building closures will not release savings until 2023/24.

The full year savings will be realised by 2023/24 when the lease of Mulberry Place expires saving the council £3,445,588 a year. This includes **estimated** running costs of the new Town Hall of £1,620,000.

Saving area	£
Mulberry Place – Rental pa	4,000,000
Mulberry Place running costs (including Compass House) (13,828.8m2)	829,728
Albert Jacob House running costs (3,758 m2) – <i>Expected to be delivered in 2022</i>	225,480
John Onslow House running costs (3,931 m2)	235,860
<b>Total</b>	<b>5,291,068</b>
An estimated reduction needs to be applied for the projected running costs for new Town Hall (27,000 m2)	(1,620,000)
<b>Overall saving for all three buildings</b>	<b>3,671,068</b>
<b>Savings for 2022/23</b>	<b>225,480</b>
<b>Savings for 2023/24</b>	<b>3,445,588</b>

All running costs based on £60 per square metre benchmarking that was referenced in the Cabinet June 2017 report.

### Risk and Mitigations:

### Resources and Implementation:

The risk to the savings in 2022/23 is that the project is not delivered on time and therefore we are not able to close Albert Jacob House first as planned in 2022.

We are working directly with Bouygues UK our appointed building contractor and our employers agent, T&T, to mitigate all risks within the project and keep to the project programme.

If there is slippage to the programme, the savings will be delivered in 2023.

There are no further resources required for the implementation of these savings as they will be worked on by the Town Hall project team.

## SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

<b>Proposal Title:</b>	New Town Hall revenue savings		
<b>Directorate:</b>	Place	<b>Reference:</b>	SAV / PLA 003 / 20-21
<b>Service Area:</b>	Corporate Property & Capital Delivery	<b>Strategic Priority Outcome:</b>	11. The Council continuously seeks innovation and strives for excellence to embed a culture of sustainable improvement
<b>Lead Member &amp; Title:</b>	Mayor John Biggs, Executive Mayor	<b>Lead Officer &amp; Job Title:</b>	Yasmin Ali, Project Director – Town Hall

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
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	
<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>Summary:</b>	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	<b>No</b>

<b>Additional Information and Comments:</b>

## SAVINGS PROPOSAL

<b>Proposal Title:</b>	Legal services		
<b>Directorate:</b>	Governance	<b>Reference:</b>	SAV / GOV 001 / 20-21
<b>Service Area:</b>	Legal services	<b>Strategic Priority Outcome:</b>	13. Not aligned with Strategic outcome
<b>Lead Member &amp; Title:</b>	Mayor John Biggs, Executive Mayor	<b>Lead Officer &amp; Job Title:</b>	Janet Fasan, Divisional Director Legal Services

<b>Financial Impact:</b>	<b>Current Budget</b>		<b>Net Saving / Income Breakdown</b>				<b>Staffing Impact:</b>	
	Budget 19-20 £'000		2020-21 £'000	2021-22 £'000	2022-23 £'000	<b>Total £'000</b>	Current FTE 2019-20	N/A
	1,198		-	100	200	<b>300</b>	Total FTE Reductions	NIL

### Proposal Summary:

There will be a reduction in external professional fees, through usage of frameworks and skills development within the legal team.

Spend on agency staff will be reduced by recruiting permanent staff, where possible. Recruitment difficulties (including to some of the posts that are funded by the existing three year growth bid agreed in 2019-20) have led to a reliance on agency staff. It is anticipated that continuing efforts to reduce agency spend will result in a saving as profiled above.

### Risk and Mitigations:

Legal services are demand led and will be impacted by the transformation of services across the council.

### Resources and Implementation:

Ongoing review of legal demand will be completed within existing council resources.



## SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

<b>Proposal Title:</b>	Legal services		
<b>Directorate:</b>	Governance	<b>Reference:</b>	SAV / GOV 001 / 20-21
<b>Service Area:</b>	Legal services	<b>Strategic Priority Outcome:</b>	13. Not aligned with Strategic outcome
<b>Lead Member &amp; Title:</b>	Mayor John Biggs, Executive Mayor	<b>Lead Officer &amp; Job Title:</b>	Janet Fasan, Divisional Director Legal Services

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
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	
<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>Summary:</b>	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	<b>No</b>

<b>Additional Information and Comments:</b>

## SAVINGS PROPOSAL

<b>Proposal Title:</b>	<b>Modernisation of the Registration Service</b>		
<b>Directorate:</b>	Governance	<b>Reference:</b>	SAV / GOV 002 / 20-21
<b>Service Area:</b>	Registrars	<b>Strategic Priority Outcome:</b>	12. Not aligned - Statutory function
<b>Lead Member &amp; Title:</b>	Mayor John Biggs, Executive Mayor	<b>Lead Officer &amp; Job Title:</b>	Kathy Constantinou, Head of Registration, Citizenship & Immigration Services/Superintendent Registrar

<b>Financial Impact:</b>	<b>Current Budget</b>	<b>Net Saving / Income Breakdown</b>				<b>Staffing Impact:</b>	
	Budget 19-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	<b>Total</b> £'000	Current FTE 2019-20	16
	459	-	40	-	<b>40</b>	Total FTE Reductions	1

### Proposal Summary:

The proposal is to restructure the Registration service to make it more robust and efficient in delivering statutory and non-statutory services. This will deliver a small financial saving in the budget as not all current vacant posts will be recruited to.

Some of the roles will be changed and shifted to different areas within the service where there are currently deficiencies in the delivery of these services. By doing this it will create a better balance within the team duties creating more flexibility across the statutory and non-statutory functions of the service. This in turn will benefit our customers who will be able to access appointments themselves on-line thus reducing the pressure on staff to answer phone calls and emails for bookings and will release more time to deliver additional face to face appointments and increase ceremony booking availability.

This is in line with the Council's strategic priority of putting the residents at the heart of everything we do. No other services will be impacted by the proposal. All current staff will have a job to apply for which will be ring fenced or assimilated to therefore no reduction in staff is anticipated though a saving will be delivered through not recruiting to a vacant role. The service is also moving to larger premises in 2020 which will give us more capacity to increase appointment availability and revenue.

### Risk and Mitigations:

There are risks involved in reducing the budget and this relates to any changes that are made to the legislation which would reduce the income related to the current statutory fees we charge.

In addition we currently deliver certain non-statutory immigration services in conjunction with the Home Office and the European Settlement Service (EUSS) and this service is reliant on certain government policies which could be subject to change. However the Home Office is keen to keep the partnership with local Registration Services and will look to introduce further immigration checking services for us to deliver in the future.

In November 2018 the Home Office took away the Nationality Checking Service (NCS) from LA's and introduced the EUSS. This resulted in a drop of £50k in annual income where the set fee for NCS was much higher than the set fee for EUSS from £60 per customer to £14 per customer. However we have increased revenue in other areas where the statutory fee was raised from £4 per certificate to £11 per certificate which should see a balanced budget at the end of the financial year if no further changes are made.

### Resources and Implementation:

There are no further resources required that are not already accounted for in the restructure.

There are currently vacant posts which have not been filled pending the restructure and not all of these posts are included in the new structure. There are enough roles for all current staff members. Budget savings are profiled in 2021-22 when the restructure would have demonstrated the benefits of the change in officer roles and the effect of the restructure providing better business opportunities and maximising the benefits of new larger premises.

The move to St. George's should also create more ceremony bookings with the introduction of wedding packages for customers and also paid advertising opportunities for our partners.

## SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

<b>Proposal Title:</b>	Modernisation of the Registration Service		
<b>Directorate:</b>	Governance	<b>Reference:</b>	SAV / GOV 002 / 20-21
<b>Service Area:</b>	Registration Service	<b>Strategic Priority Outcome:</b>	12. Not aligned - Statutory function
<b>Lead Member &amp; Title:</b>	Mayor John Biggs, Executive Mayor	<b>Lead Officer &amp; Job Title:</b>	Kathy Constantinou, Head of Registration, Citizenship & Immigration Services/Superintendent Registrar

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
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	There should be an increase in appointment and ceremony availability after the restructure is implemented and the move to St.George's has taken place.
<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	More opportunities for customers to access self-serve appointment bookings 24/7.
<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	New roles will be introduced to better fit the statutory demands of the service and creating more business opportunities in non-statutory areas.

<b>Summary:</b>	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	<b>No</b>

<b>Additional Information and Comments:</b>

## SAVINGS PROPOSAL

<b>Proposal Title:</b>	Revenues - Cashiers - reduce cash and cheque handling and eliminate the need for cheque printing		
<b>Directorate:</b>	Resources	<b>Reference:</b>	SAV / RES 001 / 20-21
<b>Service Area:</b>	Revenue Services	<b>Strategic Priority Outcome:</b>	11. The Council continuously seeks innovation and strives for excellence to embed a culture of sustainable improvement
<b>Lead Member &amp; Title:</b>	Cllr Candida Ronald, Cabinet Member for Resources and the Voluntary Sector	<b>Lead Officer &amp; Job Title:</b>	Roger Jones, Head of Revenue Services

<b>Financial Impact:</b>	<b>Current Budget</b>	<b>Net Saving / Income Breakdown</b>				<b>Staffing Impact:</b>	
	Budget 19-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	<b>Total £'000</b>	Current FTE 2019-20	5
	578	130	-	-	<b>130</b>	Total FTE Reductions	3

### Proposal Summary:

The various projects working on a cashless and chequeless organisation will result in improved and more efficient processes. This includes the prepaid card project and eliminating the use of cheques for making payments to customers and suppliers.

As result of these changes the Cashiers and Revenue Support Teams will be restructured and merged into one single team.

### Risk and Mitigations:

The effect of these changes will introduce a more efficient process on how we make payments to customers, and control and monitor spend, particularly around Adult Social Care, and our use of petty cash.

### Resources and Implementation:

These projects are currently funded and underway and will be completed by December 2019.

## SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

<b>Proposal Title:</b>	Revenues - Cashiers - reduce cash and cheque handling and eliminate the need for cheque printing		
<b>Directorate:</b>	Resources	<b>Reference:</b>	SAV / RES 001 / 20-21
<b>Service Area:</b>	Revenue Services	<b>Strategic Priority Outcome:</b>	11. The Council continuously seeks innovation and strives for excellence to embed a culture of sustainable improvement
<b>Lead Member &amp; Title:</b>	Cllr Candida Ronald, Cabinet Member for Resources and the Voluntary Sector	<b>Lead Officer &amp; Job Title:</b>	Roger Jones – Head of Revenue Services

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
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?	Yes	Access to funds will be more efficient and more secure.
<b>Changes to Staffing</b>		
Does the change involve a reduction in staff?	Yes	A restructure of the cashiers and Revenue support Teams will be undertaken.
Does the change involve a redesign of the roles of staff?	Yes	Yes and will form part of the restructure of the teams involved.

<b>Summary:</b>	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	<b>No</b>

<b>Additional Information and Comments:</b>

## SAVINGS PROPOSAL

<b>Proposal Title:</b>	<b>Benefits service – centralisation of assessments – service review and restructure</b>		
<b>Directorate:</b>	Resources	<b>Reference:</b>	SAV / RES 002 / 20-21
<b>Service Area:</b>	Benefits service	<b>Strategic Priority Outcome:</b>	12. Not aligned - Statutory function
<b>Lead Member &amp; Title:</b>	Cllr Candida Ronald, Cabinet Member for Resources and the Voluntary Sector	<b>Lead Officer &amp; Job Title:</b>	Steve Hill, Head of Benefits Services

<b>Financial Impact:</b>	<b>Current Budget</b>	<b>Net Saving / Income Breakdown</b>				<b>Staffing Impact:</b>	
	Budget 19-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	<b>Total £'000</b>	Current FTE 2019-20	82.8 FTE
	2,162	600	100	100	<b>800</b>	Total FTE Reductions	11.8 FTE

### Proposal Summary:

The proposal, which is part of the council's centralisation of assessments programme, is to review and restructure the benefits service.

The proposal will deliver savings of £600k from staffing and other cost reductions for 2020/21 and subject to the Universal Credit roll out and corresponding housing benefit caseload reductions, will also deliver a further £100k per year for 2021/22 and 2022/23.

The benefits service has been working on the proposals since April and is reporting to the council's support services programme board.

### Risk and Mitigations:

Meeting review deadlines – decision taken at the board to exclude the adult social care financial assessment team from this review but to revisit this activity together with other assessment functions as part of the next phase of centralisation of assessments next year.

This decision enables the benefits service review and restructure to be completed in time to deliver the £600k savings for 2020/21.

It is hoped that staffing reductions can be achieved through voluntary redundancy and early retirement to reduce any impact on staff.

### Resources and Implementation:

Resources for the financial assessments part of the review have been sourced and are in place and being met from existing budget.

## SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

<b>Proposal Title:</b>	<b>Benefits service – centralisation of assessments – service review and restructure</b>
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<b>Directorate:</b>	Resources	<b>Reference:</b>	SAV / RES 002 / 20-21
<b>Service Area:</b>	Benefits service	<b>Strategic Priority Outcome:</b>	12. Not aligned - Statutory function
<b>Lead Member &amp; Title:</b>	Cllr Candida Ronald, Cabinet Member for Resources and the Voluntary Sector	<b>Lead Officer &amp; Job Title:</b>	Steve Hill, Head of Benefits Services

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	Yes	By its very nature, the benefits service supports vulnerable households and this proposal constitutes a reduction in the resources available for it. However, the significant caseload reduction in housing benefit due to Universal Credit, means that the remaining resource after the saving will be more than adequate for the benefits service to continue to support vulnerable households.
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?	Yes	Access to the service should be improved. Planned improvements include electronic and intelligent claim forms for residents who are ICT literate and more efficient new ways of working proposed to support our homeless households who claim housing benefit.
<b>Changes to Staffing</b>		
Does the change involve a reduction in staff?	Yes	A full equalities impact assessment will be undertaken as part of the benefits service review and the restructure will be conducted in accordance with the council's organisational change process. It is hoped that staffing changes can be achieved through voluntary redundancy and early retirement.
Does the change involve a redesign of the roles of staff?	Yes	Changes to the roles of staff are necessary to reflect the move to Universal Credit and improvements in the access and efficiency of the service.

<b>Summary:</b>	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	<b>Yes</b>

<b>Additional Information and Comments:</b>
A full equalities impact assessment will be undertaken as part of the benefits service review and restructure.