

Equalities Impact Analysis for 2016/17 budget savings

This annex provides equalities analysis for the savings proposals included in Surrey County Council's Medium Term Financial Plan (MTFP) 2016-21. Equalities analysis has been completed for planned savings for 2016/17.

For each directorate or service grouping there is:

- a summary equality analysis; and
- analysis of each savings proposal.

Full Equality Impact Assessments have been completed for new savings proposals which have potential equality implications. These are available on the equalities pages of the Surrey County Council website.

<http://www.surreycc.gov.uk/your-council/equality-and-diversity/ensuring-our-decisions-are-fair>

For ongoing savings programmes where Equality Impact Assessments have previously been completed, these can be viewed on the Council's website.

The directorates or service groupings are as follows:

1. Adult Social Care
2. Children, Schools and Families
3. Public Health
4. Business Services
5. Environment and Infrastructure
6. Trading Standards, Community Partnerships, Libraries & Cultural Services
7. Surrey Fire and Rescue Service
8. Other Services.

1. Adult Social Care

As part of the development of the Council's Medium Term Financial Plan (MTFP) 2016-21, Adult Social Care has undertaken an equalities analysis of the savings planned for 2016/17. The Directorate has identified 27 planned savings for 2016/17, a significant number of which are a continuation of those in the 2015/16 MTFP. The savings have been grouped into three themes and an Equality Impact Assessment has been undertaken for each. Each assessment includes a description of the individual savings and a clear indication of which of the positive and negative impacts relates to which saving. The three themes are:

- **Whole systems demand management** - promoting independence and resilience, signposting people towards informal community based services and offering preventative interventions.
- **Market management and pricing strategies** – implementing long term and sustainable strategies together with our partners.
- **Workforce development** - developing a workforce with the right skills, values and behaviours to work across new models of care that span traditional professional boundaries, to better empower people and to shift resources to more preventative approaches.

Adult Social Care has delivered £190 million of savings over the last six years (assuming the 2015/16 target is achieved), which is £32 million on average per year. A large proportion of this saving has been delivered by managing 'supply' with a neutral or positive impact on people who use services and their carers, as a result of the mitigating actions identified throughout the business planning process.

The 2016/17 savings target of £55 million would be the highest amount of savings delivered so far by the directorate against a background of reducing scope to make these savings. A point has been reached where, to continue to support people with safe, high quality care and support long term, the Council needs a significant shift in our focus towards managing demand as well as supply.

Equality Impact Assessment has shown that **the majority of the savings proposals will have a neutral or positive impact** on people who use services and their carers and that negative impacts can be mitigated. However, the level of savings required in 2016/17 means it is becoming increasingly difficult for the Directorate to mitigate negative impacts associated with the 'Whole Systems Demand Management' savings and there are risks that:

- We will need to reduce our investment in preventive services to ensure we continue in our duty to meet eligible assessed needs. To mitigate this risk we will review all grants and contracts with providers to ensure any changes are evaluated for potential impact upon people with protected characteristics and are targeted to minimise the impact upon local services provided for people, their carers and families.
- There will be increased pressure on the NHS and informal carers. To mitigate this risk we will continue to collaborate with health partners to deliver local integrated community based health and social care.
- Providers will be facing financial difficulty. To mitigate this risk we will continue to work with providers to implement long term and sustainable market management and pricing strategies.

Some of the positive impacts associated with the 2016/17 efficiency savings include:

- The growth of local community-based health and social care services will enable people to remain independent in their own homes for longer; benefit from more joined up services; and the growth of preventative services will enable people to stay fit and well for longer.
- Expanding the provision of accommodation with care and support across Surrey to enable people to live independently for as long as possible in appropriate housing with access to flexible services that are responsive to their needs
- Empowering people to shape their own lives using their family, friends and community support network, so they can continue to play an active part in their community, sustain their social networks and access services which reflect protected characteristics.
- Personal budgets for young people in transition, together with earlier identification, joint assessment and personalisation will give young people more choice and control, enable them to maximise their independence and to potentially live closer to family and friends.
- People with learning disabilities currently in residential care, for whom supported living is considered a viable option, will have the opportunity to live more independently, with support from family, friends and their community network.
- Working with providers to secure better value for money, to encourage a more creative response to meeting assessed need and to stimulate a more diverse range of community based services to cater for the needs of Surrey residents.

- Exploring new models for delivering service to improve quality of service which is more targeted at need.

A number of the savings may potentially have a negative impact on people who use services and their carers across one or more of the nine protected characteristics. A range of mitigating actions has therefore been developed and includes:

- Where care and support options involving family, friends and the local community do not prove possible, the local authority has a continuing duty to meet eligible assessed needs and will continue to do so.
- Ensuring practice continues to focus on the outcomes for the individual and that monitoring of outcomes, quality and equity continues to ensure this is happening.
- Continuing to promote carers assessments to ensure carers have adequate support.
- Ensuring friendship groups are considered as part of the re-assessment process and that individual's views are at the heart of any decisions around the viability of supported living.
- Working with the Voluntary, Community and Faith Sector providers so any reductions in grants and contracts are evaluated across the system, targeted and undertaken in adherence to the principle of the Surrey Compact, so as to minimise the impact upon services provided for people and their carers.
- Continuing to work with Voluntary, Community and Faith Sector providers and Surrey Care Association (SCA) to explore creative ways to optimise the rates paid whilst maintaining quality and choice of service.
- Ensuring individuals, their family and carers are engaged and consulted throughout the process of change.
- Continuing to work as part of Local Joint Commissioning Groups to plan for the seamless implementation of local integrated community-based health and social care services.
- Continuing to take a person centred approach to quality assurance e.g. regular visits and following up on any issues.
- Designing the new Liquid Logic IT system to allow residents to undertake self-serve needs assessments and support planning.
- Targeting recruitment, by implementing an attraction strategy, maximising the pace and flexibility of recruitment, adopting a range of options to fill vacancies, exploring ways to attract back experienced staff.
- Surrey County Council is consulting on a new Pay & Reward Strategy that will implement a fair and modern offer for staff.
- Continuing to look for new and creative models of delivery, including for example a trusted assessor model.

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The table below summarised the equality assessment associated with each saving proposal.

Whole Systems Demand Management		2016/17 £000	Impact	Rationale
1.	Family, Friends and Communities	7,500	+/- impact	A development of the Council's on-going commitment to personalisation which gives people choice and control over their lives. This is an on-going efficiency.
2.	Family, Friends and Communities "Stretch Target"	2,500	+/- impact	An additional ambitious 'stretch' target to encourage people to build networks to maximise their wellbeing and independence in their local community.
3.	Transport care packages review	500	+/- impact	Re-negotiating rates and ensuring people use mobility and other allowances to fund their transport costs.
4.	Families, Friends and Communities direct Payment reclaims	7,500	+/- impact	This efficiency saving is associated with the administration of the direct payment scheme.
5.	Reduce Adult Social Care demand pressures through an integrated approach to Whole Systems Demand Management	4,303	+/- impact	Collaborating with health, voluntary sector and other partners to promote wellbeing across local health and social care systems to prevent individuals developing long term substantial and critical care needs. This is an on-going efficiency
6.	Optimisation of transition pathways	1,000	+/- impact	Optimising the way services are planned and delivered for young people will mean services can be delivered more efficiently. This is an on-going efficiency
7.	Shift in Older People care pathway	1,579	+/- impact	Working with all partners across the health and social care system to promote wellbeing amongst older people so individuals are able to stay in community services for longer thus leading to a shift in the care pathway
8.	Section 256 client group savings (Funding from health to support people moving to the community from long stay hospitals)	2,000	No impact	Decreasing care costs associated with a reducing Section 256 client cohort. This is an on-going efficiency
9.	Targeted strategic shift from residential to community based provision for people with disabilities	652	+/- impact	Identifying individuals who would benefit from moving from residential services to supported living, in line with the focus on friends, family and community, to maximise independence and wellbeing
10.	Expansion of extra care services	0	+/- impact	Expanding the provision of supported housing across Surrey which aims to enable people to live independently for as long as possible in appropriate housing with access to flexible services that are responsive to their needs
11.	Strategic review of Older People In-	1,803	+/- impact	Implementing the Older People in-house residential homes closure programme.

	house services			
12.	Ensure correct application of National Continuing Health Care Framework	3,000	+/- impact	Continue to pursue Continuing Healthcare (CHC) funding for historic cases and implement agreed CHC processes based on the national framework. This is an on-going efficiency
13.	Maximise value of contracts and grants	5,800	+/- impact	Targeted reduction in the Council's expenditure on contracts and grants
14.	Over projection due to breaks / one-off reductions in care services	2,500	No impact	An accounting adjustment and thus will have no impacts for people who use services, carers or staff
15.	Under usage of call offs	500	No impact	An accounting adjustment and thus will have no impacts for people who use services, carers or staff
16.	Additional savings to be identified	0	+/- impact	Plans are still being defined but are likely to include - enhancing preventative services; improving signposting towards informal community based services; exploring opportunities to bring people back to Surrey into specialist provision.
Market Management and Pricing Strategies				
17.	Optimisation of spot care rates (one off commissioned care rates)	4,074	+/- impact	Negotiate effectively with suppliers to minimise price increases
18.	Optimisation of main block contracts	421	+/- impact	Negotiate with providers to achieve maximum value from main block contracts. This is an on-going efficiency
19.	Optimisation of other block contract rates	317	+/- impact	Negotiate with other block contract suppliers and grant beneficiaries to agree optimised inflationary contract terms. This is an on-going efficiency
20.	Commissioning for Older People with Learning Disabilities	421	+/- impact	Needs based reassessments of individual care packages for older people with disabilities
21.	Improved sourcing for Learning Disabilities residential care	100	+/- impact	Review the sourcing approach to commissioning new residential care packages.
22.	Strategic supplier review rebates	1,000	+/- impact	Procurement led supplier negotiations aimed at volume based rebates - predominantly related to learning disabilities.
23.	Recommission short breaks service	514	+/- impact	Negotiating with short term break providers to achieve maximum value from contracts. Short term breaks enable people who receive community care services, or who are carers, to have a break to recharge their batteries
24.	General In-house efficiencies	400	+/- impact	Savings arising from expected service delivery staff vacancy levels.
25.	Staff turnover	6,000	+/- impact	A combination of staff turnover and

				difficulty in recruiting for certain grades of staff will result in expenditure at a lower level than budgeted. This has been the case in previous years, so the proposal merely formalises this position within the budget as an expectation.
26.	Optimise staff travel	110	+/- impact	Reduce travel claims and parking costs by 10% for non front-line staff, recognising that social workers need to travel to do assessments.
27.	Workforce synergies	861	+/- impact	Savings rising from synergies between the Adult Social Care workforce and that in other directorates and partner organisations
	Total Saving	55,356		

2. Children, Schools and Families

Included services: Schools and Learning; Children's Services; and Commissioning and Prevention.

The Children, Schools and Families Directorate has agreed the following savings as part of its business planning and the Medium Term Financial Plan for 2016-21.

- Manage market inflation (£3.3m) – this is an ongoing savings proposal for containing inflationary pressure in services and the previous Equality Impact Assessments found no impact. This has been updated for 2016-21 and the latest Equality Impact Assessment has found no impact.
- Mainstream Transport (£0.6m) - this saving has accrued within mainstream transport from a previous Cabinet decision to reduce denominational transport provision. An Equality Impact Assessment was completed for the Cabinet report and there has been no material change so the Equality Impact Assessment still applies.
- Reduction of services due to the academisation of schools (£0.4m) – this is an ongoing savings proposal and the previous Equality Impact Assessment found no impact. There has been no material change so the Equality Impact Assessment still applies.
- Additional income target for commercial services (£0.5m) - a business plan is being developed to deliver this. No Equality Impact Assessment is required.
- Further savings and efficiencies in 2016/17 have had to be planned, following the late notification of funding reductions in the local government financial settlement. These savings are, for example, around Early Help (£2m); marginal gains (£1.6m); SEN transport (£0.5m) and increasing traded income targets (£0.7m). These remaining savings are being developed and the Equality Impact Assessments will be carried out in April/May 2016.

Full assessments of new savings proposals and further analysis of proposals where there is a significant change from those presented previously, together with a summary of cumulative impacts upon groups with protected characteristics, will be submitted to Cabinet in September 2016 before final decisions are made on savings.

3. Public Health

Public Health funding pressures in 2016/17 come from increases in MTFP savings, to be delivered through "shadow funding" - existing spend in other directorates - (£4.4m), and from the in-year national budget reductions to the Public Health grant in 2016/17 (£2.2 million - 6.2%). In addition the Public Health grant is subject to a further year on year reduction which amounts to 9.6% in cash terms over the next five years. This will mean an additional reduction of £800,000 (2.4%) in 2016/17 bringing the total reduction to current public health spending in 2016/17 to £7.5m. This is currently planned to be achieved through:

- cancelling investments planned in 2015/16 (£0.79 million will have an ongoing effect in 2016/17);
- a one off amount of £2.1million carried forward from 2015/16 (PH reserve);
- efficiencies within the team budget (£0.35 million);
- pausing any non-contractual spend (£0.5 million);
- a move to a standard tariff based on activity from a block contract payment for sexual health services (£0.7million). This approach has also been adopted by other local areas and including a number of London boroughs;
- targeting and reducing the number of NHS health checks provided (£0.8 million); and
- renegotiation and reduction of contracted front line services (£2.3 million).

The most significant reduction to current spend is within the existing contracted public health services (£3.1million from health checks and contract renegotiation). This includes 0-19 health visiting and school nursing services, sexual health services, substance misuse services, smoking cessation, NHS health checks and mental health promotion services. The exact form that the savings will take is dependent on which contracts can be varied/cancelled without a prohibitively large fee, but the attainment of these reductions is considered to be achievable, albeit with significant impact on Surrey residents' wellbeing and on future demand due to the preventative nature of these services.

As the Public Health grant was only confirmed on 11 February and discussions are ongoing with regards to variations to existing contracts, the detail on the extent or specific impact of the reductions on each service is not yet fully identified. The equality impact analysis below will be taken into consideration as part of the negotiation process with existing service providers. This will be the basis of a full Equality Impact Assessment which will be completed before final decisions are made at the end of March 2016. Where possible, provision for at risk groups will be prioritised which in turn will mitigate potential impacts on protected characteristic groups. Existing contracts cover:

	Contract being renegotiated	Potential equality impact
1.	0-19 Public Health services	<p>A universal service provided for children and young people. It has targeted elements in areas of deprivation and children not in school (including home schooled) as health inequalities are known to be greater in these areas.</p> <p>Changes in this service impact on the early identification of physical, emotional and social problems and early intervention and family support. The 0-19 teams play a pivotal role in the safeguarding of children. It is anticipated that 0-19 teams are key to the development of the Surrey Multi-Agency Safeguarding Hub and the Early Help network. Reductions to funding pose</p>

		<p>significant risks to the ability of the services to fulfill this role.</p> <p>Such changes would have the potential to impact upon the following protected characteristics:</p> <ul style="list-style-type: none"> • Age • Pregnancy and maternity • Sexual orientation • Disability <p>While provision would be prioritised to mitigate the impact on protected characteristic groups wherever possible it is not possible at this stage to guarantee no negative impact.</p>
2.	Sexual Health	<p>A universal service with targeted activity to increase access for at risk groups such as men who have sex with men, young people, sex workers and black africans.</p> <p>Potential reductions in this service could impact on the following protected characteristics:</p> <ul style="list-style-type: none"> • Sexual orientation • Race • Age <p>While provision would be prioritised to mitigate the impact on these protected characteristic groups wherever possible it is not possible at this stage to guarantee no negative impact.</p>
3.	Substance Misuse	<p>A universal service with targeted activity to increase access for at risk groups.including women suffering domestic abuse, those with co-existing mental health and substance use problems, Lesbian, Gay, Bisexual and Transgender (LGBT) people and offenders and ex-offenders. An additional service is also provided for children and young people.</p> <p>Potential reductions in this service could impact on following protected characteristics:</p> <ul style="list-style-type: none"> • Sex • Sexual orientation • Age <p>While provision would be prioritised to mitigate the impact on protected characteristic groups wherever possible it is not possible at this stage to guarantee no negative impact.</p>
4.	Smoking	<p>This is a universal service with targeted activity for priority groups that are known to have a higher percentage of smokers. This includes those living in areas of deprivation, those working routine and manual jobs and those from a Black and Minority Ethnic population.</p> <p>Potential reductions in this service could impact on the following protected characteristics:</p> <ul style="list-style-type: none"> • Race

		<ul style="list-style-type: none"> • Pregnancy and maternity <p>With the recent award of a new contract the current provision is expected to continue to be provided in 2016/17 with a greater focus on the above target populations. No further reductions are currently planned.</p>
5.	NHS Health Checks	<p>This is a county wide service to all 40-74 year olds accessed through GPs, pharmacy and community providers. Priority groups include individuals with no known cardiovascular issues who are likely to experience poorer health outcomes. These include those from areas of deprivation, certain ethnic groups, those with unhealthy lifestyles, and those with a family history of cardiovascular disease. There is therefore a risk that older people and certain ethnic groups could be disproportionately impacted by the reduction to the service.</p> <p>However, while the current level of provision is likely to be reduced, the service is looking at how those most at risk of developing cardiovascular disease can continue to access a health check as a priority within the county. The Council hopes to develop plans to mitigate any impacts on protected characteristic groups.</p>
6.	Healthy Weight & Physical Activity	<p>This is currently targeted in geographical areas of the county with known higher levels of obesity and inactivity. Currently the majority of provision is targeted at children and young people /families.</p> <p>Current provision of services for children and young people within Public Health are anticipated to continue in 2016/17 with a remit to continue to target protected characteristic groups.</p>
7.	Public Mental Health	<p>First steps service is a universal mental health promotion service available to adults across the county with a targeted approach to promote access in areas/groups with known levels of higher mental health need.</p> <p>Groups known to be particularly at risk include:</p> <ul style="list-style-type: none"> • Physical Illness/Long Term conditions • Victims of Violence/Abuse • LGBT • BME • Carers • Veterans • Refugees <p>Potential reductions in this service could impact on the following protected characteristics:</p> <ul style="list-style-type: none"> • Race • Sexual orientation • Age • Disability <p>While provision would be prioritised to mitigate the impact on</p>

		these protected characteristic groups wherever possible it is not possible at this stage to guarantee no negative impact.
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4. Business Services

Included Services: Human Resources and Organisational Development; Finance; Property; Shared Services; Procurement; Information Management Technology; Customer Services; and New Models of Delivery.

For the Business Services Directorate, major savings will be made through the amalgamation of both Business Service Directorates in Surrey and East Sussex County Councils through establishing the Orbis shared services partnership. Equality Impact Assessments will be conducted at key points throughout the development of the partnership and transition. These will identify potential positive and negative impacts for each protected characteristic and ensure any mitigating actions required are put in place.

This includes savings that property will be making. The savings identified are a high level target from Orbis, the Services are still looking at the savings targets and as they are not yet clear on how they will be achieved, any Equality Impact Assessments will be undertaken once they and any impact are known.

Savings will also be made to the Council's Information Management and Technology budget scaling back the modern worker programme.

In addition there are savings to the Council's training budget. This is currently assessed as having no negative impact. However a full Equality Impact Assessment will be completed when to inform the final decisions on which training should be cut. To meet recognised needs and enable all staff to fully participate and benefit from accessible training offer, the Council is currently:

1. Setting access standards and compiling supporting guidance on access to ensure best practice in:

- course content
- formats
- trainer competence and skills in delivering inclusive training
- all support and commissioning teams developing the skills to provide accessible training and proactively ensure they identify and meet specific needs
- accessible venues, using an assessment template
- requesting and making adjustments for attendees
- working more closely with IMT and facility managers

2. Compiling a list of pre-identified rooms, against the assessment template, which are the most accessible and booked as a priority.

3. Using the current published guidance on accessible venues to source alternative venues.

4. Supporting the need to deliver one to one training.

5. Ensuring e-learning sits on an accessible portal

6. Continue to deliver a comprehensive suite of Equality, Diversity and Wellbeing learning and development, with a ring fenced budget, including:

- Equality and Inclusion Matters - classroom
- Flexible Working and Reasonable Adjustments - classroom
- Ending Harassment and Bullying - classroom
- Supporting Emotional And Mental Wellbeing Masterclass - workshop
- Supporting Physical Wellbeing - classroom
- Mediation - classroom
- Restorative Facilitators - classroom
- Local Workplace Fairness Champions -classroom
- Wellbeing, Inclusion and Resilience Suite - 10 e-learning modules and tool kits

7. Tailored, specialist training, responding to critical challenges e.g. Cultural Identity Workshops, responding to Ofsted.

8. The 2016/17 budget, although reduced, is ring fenced and will continue to fund this programme of Equality, Diversity and Wellbeing learning. It also includes memberships to national best practice bodies, including:

- Employers Network On Equality and Inclusion
- Business Disability Forum
- A Good Day At Work (Wellbeing Forum)
- Time To Change Peer Network (non payable membership)

The best practice promoted and sourced from these organisations is used to develop the most impactful and effective learning interventions, assessments and toolkits.

9. High Performance Development Programme and Leadership Training will be using the best practice design and delivery principles above and will be available to all relevant staff.

The savings proposals for Business Services Directorate, which fall outside the Orbis programme remit are 'managed on behalf of' Surrey County Council and comprise:

	Savings Line 2016/17	Saving	Decision	Impact
1	Property: Office Moves	£250,000	No likely Impact	An Equality Impact Assessment will be completed once specific proposals are identified. Office moves will be considered according to Council policy - accessibility requirements are part of this.
2	IMT: Modern Worker Project	£666,000	No likely Impact	An Equality Impact Assessment will be completed once specific proposals are identified. However this is currently assessed as no likely impact. Savings will reduce the scope of a number of the projects within modern worker programme for example - roll out Wi-Fi to fewer sites, reduction in

				<p>prototyping and development, less funding for self service initiatives, less investment in document management and dash board projects. This will not impact any existing service provision but will impact projects that the Council has in plan and IMT are currently working through the impact of the reductions on these projects.</p> <p>Officers will work to safeguard IT interventions to flexible working conditions or to adaptations for people with disabilities.</p>
3	HR: Training Budget Savings	£463,000	No likely Impact	<p>An Equality Impact Assessment will be completed once specific proposals are identified.</p> <p>However, this is currently assessed as no likely impact. The budget will be saved across areas of non statutory training. Recruitment of diverse groups will still be focussed on. The Council will ensure that frontline staff continue to have all necessary training to account for the needs of protected characteristic groups. Core training and Equality and Diversity courses will also still be in scope.</p>

5. Environment and Infrastructure

Included Services: Highways; Environment and Emergency Planning.

As part of the development of the Council's budget an equalities analysis of savings proposals has been undertaken.

This document sets out the equality analysis for savings proposals from the following services:

- Environment and Planning
- Highways and Transport

and comprises:

- A summary analysis of the overarching equalities implications of the savings proposals from those services.
- Detailed equalities analysis for each savings proposal.

Analysis for each savings proposal is presented as follows:

- For savings proposals linked to existing service improvement or transformation programmes, pre-existing Equality Impact Assessments have been reviewed and updated.
- For new savings proposals, or where there has been material change to the proposal, a new Equalities Impact Assessment has been undertaken. These are available on the Council website.

Out of the seven confirmed savings for Environment and Planning in 2016/17, **three Savings proposals** have been deemed as requiring an Equality Impact Assessment.

Out of the seven confirmed savings for Highways and Transport services in 2016/17, **two Savings proposals** have been deemed as requiring an Equality Impact Assessment.

Marginal gains savings measures for both services (Environment and Planning, Highways and Transport) in Environment & Infrastructure Directorate are yet to be finalised. Some residents may experience some potential negative impacts due to reduced services. We do not know whether this will impact a particular group disproportionately until proposals have been developed. Equality Impact Assessments will be developed as part of each savings measure /scheme that is finalised.

Waste Group

'Waste savings programme - Additional contract savings'

Original savings estimates were based on implementing a charging scheme for rubble, gas bottles and tyres and realising cost savings for half of 2015/16. However, on the advice of the Council's Legal Service it was decided that a public consultation exercise was required prior to implementation. Following approval by Cabinet in November 2015 it is likely that proposals will be implemented in 2016/17. Some other savings have been achieved but were already assumed in the budget. Saving assumes closure of five Community Recycling Centres, reduced opening hours, and establishment of re-use shops at all remaining sites. An Equality Impact Assessment is currently being developed. The additional contract savings (£0.113 million) is focussed around contract renegotiation and refinancing. No equality impact is anticipated as no change in service is proposed as part of this measure.

Travel & Transport Group

'Local Transport Review'

The preferred approach for recognising savings in the Local Transport Review has been through 'back office' improvements and through contract negotiations with bus operators of subsidised routes, but without changing the level of service offered. However to ensure all the required savings are delivered there has needed to be some service compromises on subsidised routes in terms of their frequency, days of operation, route travelled and in a few cases withdrawals. An Equality Impact Assessment was completed in year one of the review using the feedback that the Council received from groups and individuals with protected characteristics in the public consultation. This assessment was part of the report taken to Cabinet on 23 June 2015 to approve the year one changes to local bus services.

The comprehensive Equality Impact Assessment completed for year one of the Local Transport Review will be updated using the year two public consultation feedback, to form part of the report to be considered by Cabinet on 24 May 2016.

Cross-cutting

'One Team organisation review' Remainder of savings achieved in earlier restructurings'

The directorate's restructure in 2015/16 has ongoing savings. The equalities implications of this were assessed in an Equality Impact Assessment in 2015/16.

Network and Asset Management Group

Winter maintenance

A saving concerning Highway Winter Maintenance will have an Equality Impact Assessment completed following the annual review of the Winter Service Plan, which will involve consultation with Members. The Equality Impact Assessment will be included in a report to Cabinet in September 2016 where a final decision will be taken.

Local Highways Services Group Environmental maintenance

This saving comes from a budget allocation that is granted to Local Members/Committees, which is used at the Committee's discretion to carry out non-essential works. The Council's levels of service for environmental maintenance are being maintained in partnership with Surrey's Boroughs and Districts, hence there is no need for an Equality Impact Assessment by Surrey County Council. Each scheme that goes through the Committee will have its own Equality Impact Assessment.

For Emergency planning it is anticipated that proposals for an additional marginal efficiency saving of 1.5% per annum will be achievable through further increasing income projections and without damaging service delivery. There are therefore no equalities implications for the proposed change.

Savings for 2016/17 for Environment and Infrastructure Directorate (Service: Environment)			
Description of Savings / Efficiency	Saving	Impact	Rationale
Waste savings programme – Community Recycling Centres Projects include: <ul style="list-style-type: none"> • Greater enforcement/exclusion of trade waste • Changes to opening hours/days • Charging for certain materials 	-1,000	No likely impact	An initial assessment would indicate that there should be no equalities impact on residents or staff, particularly people sharing protected characteristics; however this will be tested further. Equality Impact Assessment to be developed as part of plans to roll out changes at Community Recycling Centres. Previous changes to Community Recycling Centres were considered by Cabinet in November 2015 and an Equality Impact Assessment was completed. http://mycouncil.surreycc.gov.uk/ieListDocuments.aspx?CId=120&MId=3702&Ver=4
Waste savings programme – Contract materials savings Materials include: <ul style="list-style-type: none"> • Residual waste • Sweepings • Food waste 		No likely impact	This activity is about getting better prices for waste materials through a change in recycling/disposal outlet. No equality impact anticipated as no change in service is proposed as part of this measure.
Waste savings programme – Arrangements with districts and boroughs Projects include: <ul style="list-style-type: none"> • Non domestic waste • Surrey Waste Partnership Future 		No likely impact	Projects are aimed at revising a payment transfer mechanisms and joint working arrangements between Surrey County Council and Surrey's Districts and Boroughs. No equality impact is anticipated in 2016/17 as a result of this. This will be revisited if projects start to lead to service changes.

Savings for 2016/17 for Environment and Infrastructure Directorate (Service: Environment)

Description of Savings / Efficiency	Saving	Impact	Rationale
<p>Waste savings programme – Kerbside improvements Projects include:</p> <ul style="list-style-type: none"> • Food waste intervention • Joint campaigns • Doorstep engagement • Volunteer scheme • Schools programme • Policy alignment 		Negative Impact	<p>There could potentially be a negative impact on disabled people, older people or certain ethnic groups due to differing communication needs. They may not have the same access to information on recycling or to notify residents of changes to their service.</p> <p>Residents who wish to volunteer with the Surrey Green Network may be limited in the volunteering they would be able to carry out due to disability or parenthood.</p> <p>These will be mitigated using accessible communications methods as much as possible to reach residents as well as making reasonable adjustments to volunteering schemes.</p>
<p>Waste Group – Additional contract savings Projects include:</p> <ul style="list-style-type: none"> • Refinancing • Other contract opportunities 	113	No likely impact	This work is focussed around contract renegotiation and refinancing. No equality impact anticipated as no change in service is proposed as part of this measure.
<p>Travel & Transport - concessionary fares</p>	-500	No likely impact	<p>An Equality Impact Assessment is not required for the £500,000 savings requirement against concessionary fares for 2016/17. The funding that the Council receives from Government for the administration of the English National Concessionary Travel Scheme (ENCTS) is greater than the amount the Council reimburses service operators for fare revenue forgone for allowing ENCTS pass holders to travel for free. Therefore the budget for concessionary fares can be set at a lower amount. Calculations confirm that it's reasonable to set this £500,000 lower. This change in budget will have no impact on passengers with an ENCTS pass, as they will still be able to make their journeys by bus for free.</p>
<p>Travel & Transport - Local transport review Includes:</p> <ul style="list-style-type: none"> • Local bus services : measures to increase patronage/commercial viability, procurement 	-515	Negative Impact	<p>The preferred approach for recognising savings in the Local Transport Review has been through 'back office' improvements and through contract negotiations with bus operators of subsidised routes, but without changing the level of service offered. However to ensure all the required savings</p>

Savings for 2016/17 for Environment and Infrastructure Directorate (Service: Environment)

6

Description of Savings / Efficiency	Saving	Impact	Rationale
<p>improvements, amendment/withdrawal of bus services,</p> <ul style="list-style-type: none"> • Concessionary fares : review of reimbursements to bus companies, review of enhancements above the statutory minimum, ticketing arrangements • Community transport: actions to make this sector less reliant on SCC funding including procurement workshops, increasing number of volunteers, common standards. 			<p>are delivered there has needed to be some service compromises on subsidised routes in terms of their frequency, days of operation, route travelled and in a few cases withdrawals. An Equality Impact Assessment was completed in year one of the review using the feedback that we received from groups and individuals with protected characteristics in the public consultation. This assessment was part of the report taken to Cabinet on 23 June 2015 to approve the year one changes to local bus services.</p> <p>The comprehensive Equality Impact Assessment completed for year one of the Local Transport Review will be updated using the year two public consultation feedback, to form part of the report to be considered by Cabinet on 24 May 2016.</p>
<p>Countryside – Surrey County Council/Surrey Waste Partnership agreement: Reduction in contribution to Surrey Wildlife Trust</p>	-100	Some potential impact	<p>Surrey Waste Partnership will be working to a five year business plan agreed with Surrey County Council. The Council is supporting Surrey Waste Partnership to get income generating projects in place and to implement cost efficiencies. The likely impacts will be from the income generating projects. Equality Impact Assessment will be carried out on those separate projects as precise impact is difficult to identify at the moment.</p>
<p>Countryside - Efficiency saving across the Countryside Group</p>	-100	No likely impact	<p>The savings are not expected to have an adverse impact on any particular group. There is likely to be a reduction in what can be achieved on the ground but this is unlikely to impact on any particular group of people more than any other.</p>
<p>E&I Cross Cutting Savings - One Team saving</p>	-118	No likely impact	<p>Residents and service users with protected characteristics will not be disproportionately affected by Environment & Infrastructure’s consultation proposals or required MTFP and Business Services Review savings.</p> <p>The consultation proposals and recruitment processes, and required MTFP and Business Services Review savings will not disproportionately affect any individual or</p>

Savings for 2016/17 for Environment and Infrastructure Directorate (Service: Environment)

Description of Savings / Efficiency	Saving	Impact	Rationale
			groups of staff with any protected characteristic.
E&I Environment, Planning and Cross-Cutting Savings - Marginal gains	-1,323	Negative Impact	Savings proposals are yet to be finalised. Some residents may experience some potential negative impacts due to reduced services. Equality Impact Assessments will be developed as part of each savings measure / scheme that is finalised and will have its own Equality Impact Assessment.
	£3,543		

6

Savings for 2016/17 for Environment and Infrastructure Directorate (Service: Highways)

Description of Savings / Efficiency	Saving	Impact	Rationale
Highway Information Team income Following a review of the market expected search fee income is anticipated to be in excess of current levels.	-40	No likely impact	Equality Impact Assessments not required as no change in service level is proposed as part of this measure.
Winter maintenance	-340	Negative Impact	A saving concerning Highways Winter Maintenance will have an Equality Impact Assessment completed following the annual review of the Winter Service Plan, which will involve consultation with Members. The Equality Impact Assessment will be included in a report to Cabinet in September 2016 where a final decision will be taken.
Environmental maintenance This saving comes from a budget allocation that is granted to Local Members/Committees, which is used at the Committee's discretion to carry out non-essential works.	-400	Negative Impact	The Council's levels of service for environmental maintenance are being maintained in partnership with Surrey's Boroughs and Districts, hence there is no need for an Equality Impact Assessment by Surrey County Council. However, there are possible negative impacts on resident experience. This saving comes from a budget allocation that is granted to Local Members/Committees, which is used at the Committee's discretion to carry out non-essential works. Each scheme that goes through the Committee will have its own Equality Impact Assessment.

Savings for 2016/17 for Environment and Infrastructure Directorate (Service: Highways)

6

Description of Savings / Efficiency	Saving	Impact	Rationale
<p>Street lighting – Part Night Switch Off Switch off street lights in some residential areas during the middle of the night.</p>	-210	No likely impact	A set of criteria will be developed to identify possible locations where switching lights off might be suitable. Traffic routes will be excluded and so this will be limited to residential areas where both vehicle and pedestrian traffic will be minimal if any during the proposed hours of switch off (midnight to 0500). Where roads meet the “general” switch off criteria they will then be assessed against the more detailed criteria to evaluate levels of crime, road safety, presence of any night time economy/hospital/other 24 hour operation . Only roads achieving the specific avoidance criteria will be included for switch off. As this will be across the county, it is not expected to positively or adversely any specific group.
<p>Improved alignment of capital/revenue condition works</p>	-250	No likely impact	This project will look at revising a capital investment mechanism. No equality impact is anticipated as a result of this.
<p>Reduction in business improvement spend The budget in previous years has been used to, Support contract extension negotiations, Localised depot improvements, Develop Asset management strategy</p>	-250	No likely impact	Support contract extension negotiations, localised depot improvements, develop asset management strategy are now largely completed. Equality Impact Assessment not required as the modest scale and indirect nature of the saving means individual groups will not be affected.
<p>Environment & Infrastructure Highways - Marginal gains</p>	-778	Negative Impact	Savings proposals are yet to be finalised. Some residents may experience some potential negative impacts due to reduced services. Equality Impact Assessments will be developed as part of each savings measure / scheme that is finalised and will have its own Equality Impact Assessment.
	2268		

6. Trading Standards, Community Partnerships, Libraries & Cultural Services

Included services: Trading Standards; Libraries; Cultural Services; Community Partnerships; and Safety.

As part of the development of the Council’s budget an equalities analysis of savings proposals has been undertaken.

This document sets out the equality analysis for savings proposals from the following:

Communities

- Community Partnership Team
- Trading Standards
- Directorate Support

Cultural Services

- Library Service

This comprises:

- A summary analysis of the overarching equalities implications of the savings proposals from those services.
- Detailed equalities analysis for each savings proposal.

Analysis for each savings proposal is presented as follows:

- For savings proposals linked to existing service improvement or transformation programmes pre-existing Equality Impact Assessments have been reviewed and updated.
- For new savings proposals, or where there has been material change to the proposal, a new Equalities Impact Assessment has been undertaken.

Communities

Community Partnership Team

For the Community Partnership Team, Members Allocations and the Community Improvement Fund will be protected. There will be a £22,000 marginal efficiency saving from the Community Partnerships Team budget. Savings proposals are yet to be developed. When proposals are established, Equality Impact Assessments will be completed. Reduced service provision as a result of any staffing changes would be considered.

Description of Efficiency	Saving	Impact	Rationale
Community Partnerships team budget – marginal gains	£22,000	No likely impacts	Equality impact assessment will be completed once proposals have been developed.

Trading Standards

The Trading Standards Joint Service with Buckinghamshire was established in April 2015. It delivers a range of service enhancements, budget savings and increased income generation over each of the first four years of operation. It is on track to successfully achieve its financial and performance targets. The business case for the shared service was supported by a detailed EIA which remains valid.

It is anticipated that proposals for an additional marginal efficiency saving of 1.5% per annum will be achievable through further increasing income projections for the joint service and without damaging service delivery. There are no new EIA issues arising from that change.

Description of Efficiency	Saving	Impact	Rationale
Creation of a Joint Trading Standards Service	<p>This is a cumulative four year total before the addition of the 1.5% per annum.</p> <p>There will be a total saving of £396,000 per annum - £231,000 savings and £165,000 extra income plus the new 1.5% efficiency saving</p>	<p>The shared service enables the savings to be made without damaging impact on the front line service delivery. This assumes that income targets are achieved – currently on track</p>	<p>Joint Service business case attached</p> <p>An Equality Impact Assessment published on the website.</p>

Directorate Support

Directorate Support is required to make budget savings in 2016/17 of 1.5% of the overall budget of £987,000 along with a further £40,000 making a total of £54,800. Areas of the Directorate being considered to make these savings are not filling vacant positions and focussing on productivity and looking at new ways to deliver services.

The Directorate Support Equality Impact Assessment has been updated for 2016/17 and there are no potential positive or negative impacts created by the required savings.

Description of Efficiency	Saving	Impact	Rationale
1.5% saving from overall budget and further £40,000	<p>Saving £14,800</p> <p>Further savings £40,000</p>	No likely impacts	Equality Impact Assessment published on the website.

Cultural Services

The only service, as at February 2016, requiring a budget savings Equality Impact Assessment in Cultural Services is the Library Service. The other services – Adult Community Learning, Surrey Arts, Surrey Heritage and Registration will have generic 1.5% budget savings reductions that are not expected to have any positive or negative equality impacts.

The Library Service

The Library Service is required to make budget savings of £750,000 from 2015/16 – 2016/17. In 2015/16 £250,000 savings were achieved leaving a total of £500,000 outstanding. The areas of service currently being considered to make these savings are reductions in library opening hours, reducing the library stock fund and managing staff vacancies.

There are potential negative impacts on staff and service users that are dependent on the final recommendations made. Reductions in opening hours will be agreed by each of the area committees for the libraries in each of their areas. An EIA will be prepared and published as part of the report for each area committee. Other decisions will be made considering a full Equality Impact Assessment. A draft Equality Impact Assessment is available online. Mitigating actions will be developed and undertaken once specific proposals have been determined.

Description of Efficiency	Saving	Impact	Rationale
To be confirmed, considering resource budget, opening hours and managing staff vacancies.	£500,000	Potential negative impacts	A draft Equality Impact Assessment has been published on the website. The final Equality Impact Assessment will be published on the website in due course.

7. Surrey Fire and Rescue

For Surrey Fire and Rescue savings will be made through a one year suspension of contributions into the Vehicle and Equipment replacement reserve, which gives a saving of £970,000 for 16/17 only. This was following a review of planned vehicle and equipment purchases and projected reserve balances, which showed the reserve could be reduced. In recognition of the new contract for fuel purchases, £5,000 of the Blue Light collaboration saving was brought forward from 2017/18 to 2016/17. Current assessment shows that there are no negative equality impacts associated with these proposals for the Surrey Fire and Rescue Service 2016-17 MTFP.

The service has also been asked to make marginal gain savings of £321,000. Proposals are currently being developed for this saving and will be subject to Equality Impact Assessment. Surrey Fire and Rescue Service will complete a thorough equalities analysis in October 2016 for the 2017-18 MTFP for the service's refreshed Public Safety Plan taking into account the current position on station reconfigurations, any organisational changes and marginal gains savings. This will be considered by Cabinet.

The service's comprehensive Equalities Impact Assessment process will identify and mitigate impacts on protected characteristic groups. This process will ensure there is no appreciable negative impact on the protected characteristic groups as a result of savings.

8. Other services

Included services: Strategy and Performance; Communications; and Legal and Democratic Services. Each of these services has submitted proposals for reaching the additional saving proposals for 2016/17.

Strategy and Performance will make 1.5% marginal gains saving in 2016/17. This will be achieved through reducing costs of the Healthwatch budget. This is a planned saving of 5% per year built into the latest contract. This will be achieved as start up costs decrease and the organisation becomes more efficient; there is no expected impact on service provision. Other savings will be made to staffing costs through the ending of a fixed term contract and management of vacancies in the Internal Audit team which will be part of the Council's shared services programme, Orbis. Saving will be made by merging teams and reducing duplication and there is no expected impact on service provision. An Equality Impact Assessment will be completed as part of process agreed by the Orbis programme management team.

The Communications service will make a £54,000 saving in 2016/17. There will be a £30,000 reduction to the publicity budget and £24,000 of savings which are yet to be determined. The £24,000 could be saved from the publicity budget, staffing budget, Surrey Matters magazine or a combination of all three. The service currently has an under spend on staffing and has seen an increase in income generation; these are likely to contribute to the savings.

In making savings to the publicity budget, the service will prioritise key campaigns that impact on protected characteristic groups. Major campaigns such as Domestic Abuse, Child Sexual Exploitation and Recycling will be safeguarded. The service will also consider making greater use of social media where appropriate; this is cheaper than traditional media. When designing any new campaign, the team will consider the most appropriate channels and messages to reach the target audience and consider protected characteristic groups as part of that process.

Legal and Democratic Services will make savings through the Orbis shared services partnership. The Cabinet has approved the formation of Orbis Public Law with East Sussex, West Sussex and Brighton and Hove. Savings will be made through a reduction in staffing. Vacancies will be managed as they arise and no restructure is planned.

Strategy and Performance	Saving	Impact	Rationale
5% planned year on year reduction to the Healthwatch budget (As set up costs reduce from this new organisation)	£20,000	No likely impact	Higher administrative costs at the start. No impact on service delivery.
Managed staffing (Strategy and Performance)	£26,000	No likely impact	Ending of fixed term post, managing vacancies.
Legal and Democratic Services			
Managed staffing reduction	£128,000	No likely impact	To be achieved through natural turnover of staff rather than restructure.
Communications			
Saving to the corporate publicity budget	£30,000	No likely impact	Will safeguard campaigns targeted at protected characteristic groups.
Staffing budget or Surrey Matters	£24,000	No likely impact	Vacancies would be carefully managed. Key campaigns would be safeguarded.
	£228,000		