

Equalities Impact Analysis for 2017/18 budget savings

This annex provides equalities analysis for the savings proposals included in Surrey County Council's Medium Term Financial Plan (MTFP) 2017-22. Equalities analysis has been completed for planned savings for 2017/18.

For each directorate or service grouping there is:

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

Full Equality Impact Assessments (EIAs) 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 EIAs 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 (p.2)
2. Children, Schools and Families (p.6)
3. Public Health (p.13)
4. Business Services, Orbis and Customer Services (p.16)
5. Environment and Infrastructure (p.22)
6. Trading Standards, Community Partnerships, Libraries & Cultural Services (p.32)
7. Surrey Fire and Rescue Service (p.35)
8. Other Services (p.36)

1. Adult Social Care

Adult Social Care has identified 23 planned savings, a significant number of which are a continuation of those in previous MTFPs. The savings have been grouped into three themes and an EIA undertaken for each theme. 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, to empower people and to shift resources to more preventative approaches.

Equalities analysis 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 saving required in 2017/18, coming on top of the £225 million savings already achieved over the last seven years, means it is becoming increasingly difficult for the Directorate to mitigate negative impacts associated with the whole systems demand management saving and there are risks that:

- The Council will need to reduce investment in preventative services to ensure it continues in its duty to meet eligible assessed needs. To mitigate this risk, the Council will undertake a formal consultation on the Housing Related Support proposals and ensure any changes to grants and contracts are evaluated for potential impact upon people with protected characteristics and are targeted to minimise the impact upon local services provided.
- There will be increased pressure on health, borough, district, voluntary, community and faith sector partners and informal carers. To mitigate this, the Council will continue to collaborate with partners to deliver local integrated community based health and social care.
- Providers will be facing financial difficulties. To mitigate this, the Council 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 2017/18 efficient savings include:

- Embedding local community-based health and social care services to enable people to remain independent in their own homes for longer; benefit from more joined up services; access preventative services to enable them 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.
- 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 people.
- 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:

- Continuing to collaborate with partners as part of Local Joint Commissioning Groups to deliver local integrated community-based health and social care.
- Encouraging people to build networks of support amongst their family, friends and communities to maximise their wellbeing and independence and where this does not prove possible, ensuring the Council continues to meet eligible assessed needs.
- 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.
- 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.
- Ensuring individuals, their family and carers are engaged throughout the process of change.
- Utilising technology and looking for new and creative models of delivery.

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

Adult Social Care		Saving	Impact	Rationale
Whole Systems Demand Management				
1.	Family, Friends and Communities	£3.5 million	Positive and negative impacts	Developing our on-going commitment to personalisation which gives people choice and control over their lives. This is an on-going efficiency
2.	Transport care packages review	£500,000	Positive and negative impacts	Re-negotiating rates and ensuring people use mobility and other allowances to fund their transport costs.
3.	Demand management	£1.5 million	Positive and negative impacts	Collaborating with health, voluntary, community and faith 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.
4.	Optimisation of Transition pathways	£1 million	Positive and	Optimising the way services are planned and delivered for young people will

			negative impacts	mean services can be delivered more efficiently. This is an on-going efficiency.
5.	Section 256 client group savings	£2 million	No impact	Decreasing care costs associated with a reducing Section 256 client cohort. This is an on-going efficiency.
6.	Targeted strategic shift from residential to community based provision for people with disabilities	£1.2 million	Positive and negative impacts	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.
7.	Expansion of extra care services	£0	Positive and negative impacts	Expanding the provision of supported housing across Surrey to enable people to live independently for as long as possible with access to flexible services that are responsive to their needs.
8.	Strategic review of Older People in-house services	£2.1 million	Positive and negative impacts	Implementing the Older People in-house residential homes closure programme.
9.	Ensure correct application of National Continuing Health Care (CHC) framework	£2.5 million	Positive and negative impacts	Continuing to implement agreed CHC processes based on the national framework. This is an on-going efficiency.
10.	Resolution of significant outstanding Continuing Health Care disputes/assessments	£2.3 million	Positive and negative impacts	Challenging and resolving significant outstanding Continuing Health Care disputes/assessments as per national framework with Clinical Commissioning Groups.
11.	Contract and grants review - voluntary sector savings	£1.3 million	Positive and negative impacts	Targeting reductions in the Council's expenditure on contracts and grants.
12.	Housing Related Support (HRS) decommissioning/retendering of social exclusion services	£1.6 million	Positive and negative impacts	Decommissioning HRS funding with future funding being provided via a personal budget where an individual is assessed as eligible under the Care Act. Recommission housing related preventative services for socially excluded and disadvantaged people.
13.	Support package guidelines for Older People community care services	£1.2 million	Positive and negative impacts	Implementing guidance where the Council will not generally pay an amount to support someone to live in their own home, where the gross cost is greater than the Council would expect to pay for a care home

				environment which will meet their needs.
14.	Closure of Surrey information hubs	£0	Positive and negative impacts	Closing the four remaining user-led information hubs in high street locations.
Market Management and Pricing Strategies				
15.	Optimisation of spot care rates	£0	Positive and negative impacts	Negotiating effectively with suppliers to minimise price increases.
16.	Optimisation of main block contracts	£429,000	Positive and negative impacts	Negotiating with providers to achieve maximum value from main block contracts. This is an on-going efficiency.
17.	Optimisation of other block contract rates	£323,000	Positive and negative impacts	Negotiating with other block contract suppliers and grant beneficiaries to agree optimised inflationary contract terms. This is an on-going efficiency.
18.	Commissioning for Older People with Learning Disabilities	£663,000	Positive and negative impacts	Reassessing individual care packages for older people with disabilities.
19.	Strategic supplier review rebates	£1 million	Positive and negative impacts	Negotiating with suppliers to secure volume based rebates - predominantly related to learning disabilities.
20.	Surrey Choices efficiency programme	£800,000	No impact	Negotiating with the provider to achieve maximum value from contract.
21.	Day care commissioning review	£575,000	Positive and negative impacts	Strategic review of the commissioning of day care services for people based on individual eligible needs.
Workforce Development				
22.	Optimise staff travel	£110,000	Positive and negative impacts	Reducing travel claims and parking costs by 10% for non-front-line staff, recognising that social workers need to travel to do assessments
23.	Workforce synergies	£843,000	Positive and negative impacts	Saving from synergies between the Adult Social Care workforce and those in other Directorates and partner organisations
TOTAL (may not sum due to rounding)		£25.5 million		

2. Children, Schools and Families

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

The Children, Schools and Families (CSF) directorate consists of Schools and Learning (including Special Educational Needs and Disabilities); Children's Services; and Commissioning and Prevention. It has undertaken an equalities analysis of the savings planned for 2017/18 as part of the development of the Council's Medium Term Financial Plan (MTFP) 2017-2022. The directorate has identified 36 planned savings for 2017/18 which have been grouped under six themes:

- **Market management and demand management** – these savings proposals are seeking to reduce the effect of inflation on services and to ensure that the council pays the right costs for services. Demand management is through a new operating model of Early Help.
- **Early Help model** – these savings proposals relate to the implementation of a new operational model of Family Services and the restructure of the commissioning functions of the Commissioning and Prevention Service.
- **Special education needs and disabilities (SEND)** – these savings proposals are seeking to review/redesign operating model and service delivery to ensure a sustainable service to support children and young people with SEND.
- **Education and skills** – these savings proposals relate to changes in support services for schools in light of changing national legislation and funding arrangements and the growth in the number of academies.
- **Support functions reduction** – these savings proposals are to review the business support functions of Children's Services and Schools and Learning to ensure efficiencies whilst reducing operational costs.
- **Productivity efficiencies** - these savings relate to the continuous identification of the most effective and efficient ways of running the services.

Equality Analysis Summary

Children, Schools and Families	Saving 2017/18	Impact	Rationale
Market Management and demand management			
1	Children's social care market management	£559,000	Positive and negative impacts A high-level EIA is underway for the draft CSF Commissioning Plan 2017-2022. The Plan sets out the direction of travel for managing the relevant markets to improve outcomes for the most vulnerable children in Surrey whilst reducing demand and cost. Demand management is through a new operating model of Early Help. Thematic EIAs for the relevant markets (broadly Social Care, Early Help, SEND and Education) and for the specific market management activities will be completed as required.
2	Early help market management	£224,000	
3	Education and skills and SEND market management	£2.4 million	
4.	Early help reductions in demand (£400k from Children's Services and £80K	£480,000	

	from Prevention & Commissioning)			As the Commissioning Plan will be more targeted at the high need cohorts this may mean that the universal services may be affected. Detailed engagement will be undertaken with staff, users and partners to mitigate or reduce any unintended negative impacts.
5.	Early help contract savings	£250,000		
Early Help model				
6.	Commissioning and Prevention Service Restructure Phase 2	£1.3 million	Positive and negative impacts	An EIA has been completed for the restructure of the commissioning functions of the Commissioning and Prevention Service. The restructure has arisen from increased demand for services, reduced funding and regulatory pressure. The new structure supports a holistic commissioning service with an emphasis on the voice of the child, quality of practice and innovation to deliver value for public money.
7	Review provision of SEND support to Early Years providers	£1 million		Staff members in the commissioning functions are directly affected by the restructure. This has been mitigated by staff consultation and an increased provision of support to staff during the restructuring. The reduced workforce may have an impact on families in getting access to information and advice for their children, including children with SEND. Actions to mitigate this include monitoring of support available focussed on the most vulnerable children including children with SEND.
8.	Early Help Reconfiguration	£1 million	Positive impacts	An EIA is underway for the new Early Help operating model- Family Services. The Family Services provide coordinated multi-agency services to help children, young people and families in a timely and appropriate way. Family Services act as a 'one stop shop' for families, with capacity to refer to other services if necessary. It is anticipated to improve outcomes for children and young people with multiple vulnerabilities and across all groups with protected characteristics.
			Positive and negative impacts	Engagement activity will be undertaken to identify needs in specific areas and the services required to meet those needs. In relation to the above, another EIA is being drafted for creating the new management structure to support the

				Family Services effectively, although no saving is attached to this. The potential negative impact on staff will be identified through staff consultation and action will be agreed to mitigate or reduce negative impact. Stakeholder engagement events will also be undertaken to mitigate or reduce any unintended negative impacts.
9.	Support Functions Reduction	£346,000	Negative impacts	The proposed saving is to review the business support functions. This is contingent on the delivery of a new operating model of Early Help. Full assessment of this proposal will be undertaken in 2017/18.
10.	Asset related savings from Early Help reconfiguration - property services revenue maintenance	£700,000	Positive and negative impacts	The proposed saving is to reduce costs through rationalization of asset. This is contingent on the delivery of a new operating model of Early Help. Full assessment of this proposal will be undertaken in 2017/18.
11.	Income generation	£128,000	No impact	The proposed saving is to off-set costs by raising more income from renting out properties when they are not being used. This is contingent on the delivery of a new operating model of Early Help. Full assessment of this proposal will be undertaken in 2017/18.
Special Educational Needs and Disabilities (SEND)				
12	Home to school transport - SEND	£1.5 million	Positive impacts	A new EIA is being drafted. The proposed changes are to promote independent travelling of children and young people with SEND by using different types of transport to the education settings. The SEND Transport Programme is planning to pilot key changes between April and June 2017 for September implementation. The EIA will be updated in July 2017 to reflect the final service decisions/scope.
13	New Operating Model for SEN Pathway	£500,000	Negative impacts	An EIA has been drafted for the review of the function and staffing of the SEND Operational Team. The team oversees the process of agreeing to a statutory plan when required to meet the SEND needs of a child and young person aged 0-25 and the subsequent adherence to the statutory provision laid out in the plan.

Annex 5

				This saving will be achieved through staff turnover and/or realignment of roles. The potential negative impact on staff will be identified through staff consultation and action will be agreed to mitigate or reduce negative impact. The potential negative impact on service users will be mitigated using the recovery plan which is already in place.
14	Post 16 SEND	£1 million	No likely impact	An EIA is not required. This budget is reduced in line with the underspend from the previous year.
15	ISPSB (Individually Stated Pupil Support Budget)	£1.2 million		Discussion has been underway on how this saving will be achieved in 2017/18. An EIA will be considered once specific proposals are identified.
16	Review and share costs with health & social care	£500,000	No likely impact	An EIA is not required. This saving proposal relates to the improvement of process with health and social care.
17	Hard to place pupils process	£100,000		This saving is to review the existing Fair Access Protocols operated by the council with all state funded mainstream schools. The Protocols ensure that, outside the normal admissions round, unplaced children, especially the most vulnerable and challenging children, are offered a place at a suitable school as quickly as possible. School consultation will be carried out in May 2017 to identify changes to the process. An EIA will be considered once specific proposals are identified.
18	Traded Model for SEN support services	£1.1 million	Positive and negative impacts	<p>An EIA has been drafted for the review of the structure and function of the Educational Psychology (EP) Service in order to provide a traded model of non-statutory service to education settings. A review of pathways and trading for Learning and Language Support Services will be held in 2017/18 to identify part of this saving.</p> <p>If the education settings buy at a level which funds more EPs than currently employed by the council, schools and settings can increase their effectiveness in meeting the needs of children and young people with SEND.</p> <p>However, some schools and settings may be unable or unprepared to purchase services at the pre-statutory level. Stakeholder consultation and early help discussions are taking place to mitigate any</p>

				potential negative impact. EPs currently working in the service are directly affected by this review. Mitigating actions include stakeholder consultation and development of clear protocols for working with education settings who could purchase services.
19	Service cost reduction and/or recommissioning	£800,000	Positive and negative impacts	<p>The proposed saving includes the review of Physical & Sensory Support Services (PSSS), Special schools/SEN Outreach, Portage, training, secondary school learning support units.</p> <p>An EIA has been drafted for the redesign of the PSSS to ensure a sustainable and flexible specialist service to support children and young people with physical, hearing, visual and multi-sensory impairment, in learning and living. Ongoing dialogue with stakeholder and staff will be carried out to identify and mitigate any potential negative impact.</p>
20	Trade or reduce non-statutory services	£500,000		A review of the scope of this proposed saving in other non-statutory services will be undertaken. An EIA will be considered once specific proposals are identified.
21	Alternative provision	£500,000	Negative impacts	An EIA has been drafted for the proposed reduction of alternative provision budget within the High Needs Block. The 'high needs' budget provides for pupils with SEND, who require provision in specialist schools, or provision over and above that which can be provided by mainstream schools from within their budget shares, and for pupils educated in pupil referral units and other alternative provision. Stakeholder consultation has taken place to identify and mitigate any potential negative impact.

22	Review of residential provision in special schools	£1.5 million		This will be a school by school approach and discussions with headteachers have started to identify where the potential savings are. A review of those proposed savings will be undertaken. An EIA will be considered once specific proposals are identified.
23	Special schools funding – review specific factors	£800,000		An EIA is being drafted for the review of the sector/school specific factors, transitional support, split site and other funding provided to schools to ensure that the historic funding decisions are still appropriate.
24	Decommissioning of SEN planned places	£300,000	No likely impact	An EIA is not required. This saving is to make a funding adjustment/reduction to those schools concerned based on their average occupancy rates over the past three years. It has not been proposed to formally reduce the number of places at any special schools or centres.
Further SEND savings on High Needs Block Dedicated Schools Grant				
25	Review Occupancy of Special Schools and Units	£782,000		These are ongoing savings from the previous years. The existing EIAs are still valid.
26	Cullum Centres	£439,000		
27	School Re-designations	£852,000		
28	Supply relationship management, review service specifications	£250,000		
29	Inclusion in Mainstream (external contract)	£338,000		
Education and skills				
30	Reductions in school support	£1.1 million (net £600,000)		This saving relates to the reduction of the Babcock 4S contract when schools convert into academies. Academies receive funding directly to make their own arrangements for buying services. The existing EIA still applies.
31	Home to school Transport - mainstream	£600,000	Negative impacts	The saving relates to the subsidized travel for post 16. A full EIA will be completed as part of developing a full and detailed plan. There are potentially negative impacts and possible mitigations will be developed including a review of distances to ensure no ambiguity concerning eligibility. There will be a case by case review of those

				under the mileage threshold which is expected to be completed in July 2017.
32	Education services grant (ESG) – top slice	£3 million		This is the anticipated amount the council expects to recover from a levy to maintained schools and other government grants, to help cover the loss of ESG from April 2017/18.
Support functions reduction				
33	Children's Services	£280,000	Negative impacts	An EIA has been completed for the review of the Children's Administrative Service to ensure efficiency whilst reducing operational costs. The potential negative impact on staff will be identified through staff consultation and action will be agreed to mitigate or reduce negative impact.
34	Schools and Learning	£75,000		An EIA will be required for the review of the business support functions in Schools and Learning.
Productivity efficiencies				
35	Children's Services	£335,000		This saving proposal relates to the continuous identification of the most effective and efficient ways of running the services.
36	Schools and Learning	£1.3 million		This saving proposal relates to the continuous identification of the most effective and efficient ways of running the services.
TOTAL (may not sum due to rounding)		£28 million		

3. Public Health

Background

How is Surrey Public Health funded?

The Surrey Public Health team is part of Surrey County Council and aims to improve and protect the health of people living and working in Surrey. Public Health in local authorities is funded directly by a grant received from the Department of Health. The target grant allocation for Local Authorities is calculated according to a formula that aims to represent variations in need. However, due to historical patterns of funding allocation, Local Authorities do not currently receive their target grant allocation. Surrey's 2017/18 grant allocation was more than 20% below the target level of funding and this has been frozen with no timeline for moving closer to target. This equated to £31 per head compared to £59 per head for England as a whole.

What is the Surrey Public Health grant spent on?

Approximately 90% of the public health budget is spent on commissioning or funding services and programmes that help people to make positive changes concerning their health and lifestyle. Sexual health (GUM and Family Planning clinics), substance misuse (drugs and alcohol) and children's public health services (health visiting and school nursing, also referred to as 0-19 services) will make up the majority of this spend. The Public Health shadow funding programme (part of the current published Medium Term Financial Plan) is explained below.

Where have the budget pressures for Public Health come from?

In June 2015/16, the Chancellor at the time announced that the public health budget was to be reduced nationally by 6.2%. In Surrey this equated to £2.2 million and this has been removed from the grant allocation permanently. The autumn Comprehensive Spending Review then identified a further reduction of 9.6% (in cash terms) over the next five years. In addition, Public Health are supporting the Council to meet the overall budgetary pressures through identifying wider council work that helps to improve public health outcomes and supporting these areas financially (the MTFP shadow funding programme referenced above). This means that by 2019/20, the budget available to spend on core public health programmes will be 30% less than it was at the start of 2015/16¹

How are these financial pressures going to be met?

In order to meet this reduced budget we have been and continue to work with providers and other involved parties to reshape Public Health service provision in the county over the next five years. Since 2015/16, we have been implementing a range of measures to meet the funding gap:

- Savings released through re-procurement/re-design of our major services (sexual health services, children's 0-19 services and substance misuse services).
- Contract negotiations with our current major providers.
- Prioritised invitation for the universal NHS Health Checks Programme to address health inequalities.
- Efficiencies made through our central business and staff budget.
- Reducing or cancelling non-contractual spend.

¹ prior to the in-year reduction and including 0-5 budget transfer at full year effect

While savings are being found in a range of areas, as part of the development of the Council's budget, an equalities analysis of savings proposals that will have a direct impact on service provision for 2017/ 18 has been undertaken. This document sets out the summary equality analysis for savings proposals from the following specific services:

- Substance misuse
- Public Mental Health

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 undertaken

2017/18 Equality Analysis Summary

The MTFP savings proposals listed below from within Public Health require specific EIAs due to them having a direct impact upon service delivery within the highlighted programme areas. Both require further consultation to fully inform the final EIA and further mitigating actions. However, it is clear that the initial process has identified a number of key groups who are likely to experience a negative impact as a result of the savings. While within substance misuse it is possible to provide some mitigation of this through the service redesign process, the withdrawal of the public mental health budget and related service as it is currently commissioned will be much harder to mitigate within the remaining resources in the public health team.

Content

Description of Efficiency	Saving	Impact	Rationale
<p>Substance misuse: This is 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.</p> <p>An additional service is also provided for children and young people.</p> <p>In 2017/18 it is intended to renegotiate elements of the service related to Criminal Justice (CJS) contracts down to the minimum requirements for local authority. Alongside this a new integrated SM service will be mobilised from 2018 with a financial envelope that has been reduced to minimum viable value</p>	£500,000 - 2017/18 recurrent	<p>Negative impact particularly for the following protected characteristics</p> <ul style="list-style-type: none"> • Sex • Sexual orientation • Age 	<p>Approximately 90% of the public health budget is spent on commissioning or funding services and programmes that help people to make positive changes concerning their health and lifestyle. As substance misuse spend is the second highest in public health it is not possible to make the necessary savings without impacting on services such as this.</p> <p>Some mitigation is intended through the mobilisation of a more integrated service longer term.</p>

<p>Public Mental Health: The currently commissioned 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>With the current contract for this service is ending in March 2017/18 a short extension is being explored prior to ending the contract later in 2017/18.</p>	£335,000 – 2017/18 recurrent	<p>Negative impact particularly for the following protected characteristics</p> <ul style="list-style-type: none"> • Race • Sexual orientation • Age • Disability 	<p>With all other PH contracts being reduced, the envelope for this service has already been reduced to its minimum viable level. The only possible savings scenario is through decommissioning the service, preserving a small budget for targeted work and suicide prevention training.</p>
Alcohol IBA removal	£400,000	No impacts	Plan to stop spending on the introduction of a new service.
Lifestyle service (smoking/physical activity) reduction	£255,000	No impacts	This removes an incentive structure to providers to improve their performance. It is expected that current performance levels will be maintained.
Public Health Shadow Savings	£1.8 million	No impacts	Funding relates to shadow service allocation. There are no impacts for services.
TOTAL (may not sum due to rounding)	£3.3 million		

4. Business Services, Orbis and Customer Services

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

Business Services

For the Business Services Directorate, major savings will be delivered through the amalgamation of both Business Service Directorates in Surrey and East Sussex County Councils through the Orbis shared services partnership. EIAs are being 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. The savings detailed below are taken from the three year Orbis business plan together with additional savings identified as part of increased requirements from both partners during the last 12 months.

A key strategy for delivering savings will come through retention of vacancies in each service. In addition, Orbis recently held a voluntary severance process that resulted in 25 individuals taking the decision to leave.

The Orbis Business plan delivers efficiencies over a three year period (April 2016 – March 2019). The plan is to integrate services which will involve a number of restructures through this period. Equality Impact Assessments will be undertaken at the appropriate times to ensure that any impacts are identified and mitigating actions developed.

Orbis has two types of budgets;

1. The operating budget that consists largely of establishment costs and overheads associated with running the business.
2. Managed on behalf of budgets (MoBo). These are budgets that Orbis manages for each of the sovereign partner. These include areas such as the property estate, IT infrastructure and contracts.

The section below is related to MoBo budgets and therefore the likely impact on staff is extremely limited:

Business Services	Saving	Impact	Rationale
Finance – income 2 years only	£25,000 (income)	No impacts	Increased income for VAT registration work undertaken for Care Homes
Finance: insurance reserve	£750,000	No impacts	Reduction in insurance claims which has resulted in the ability to reduce the reserve set aside for future claims
HR: non salary budgets including recruitment or training	£207,000	No impacts	The budget will be saved across areas of non-statutory training. Recruitment of diverse groups will remain a focus. 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.

HR: apprenticeships	£216,000	No impacts	Based on services continuing to employ and fund apprentices rather than being centrally funded.
IMT – contract savings	£346,000	No impacts	Reduction of costs within some identified IT contracts, such as Novell.
Property: schools programme	£100,000	No impacts	This will be delivered through a reduction in the use of consultants and will lead to reduced fees.
Property: utilities	£200,000	No impacts	Reduced spend on utilities. This is helped further by less severe winter weather
Property: income	£140,000	No impacts	Increased rental & service charge income
Property: building running costs	£300,000	No impacts	Optimising use of vacant buildings
TOTAL (may not sum due to rounding)	£2.2 million		

Orbis

The partnership aims to deliver significant savings by taking advantage of economies of scale, streamlining processes and reducing duplication. Investment required for transformative change and continuous improvement will become a more affordable proposition than if undertaken by one council alone.

In the longer term, the partnership will benefit from growth, delivering further economies of scale for the benefit of each council and their residents. The partnership is expected to develop and grow over time, attracting further public sector partners and from the pursuit of opportunities to enhance income, undertaken for public sector clients on a contractual basis or by means of specific delegation of function.

The section below details the specific savings that will be delivered by each service within Orbis as part of the integration of services with East Sussex. These numbers are taken from the three year Orbis Business Plan.

A Joint Committee has been established that governs the delivery and management of Orbis. Overall decision making and accountability will remain the responsibility of the sovereign organisations.

The Business Plan does not propose that Orbis itself will employ anyone. Employees will be employed by one partner organisation and will work across all organisations within the partnership. These organisations will have impact assessed their policies in relation to employment.

What will be the impact on staff?

Terms & Conditions:

- Employees will remain employed by their current Council.

- Employees will remain on their existing terms and conditions.
- Employees' primary location will remain as stated in contract of employment.
- The terms and conditions of new employees within the Orbis business services function will be depend on where they are based and the partner organisation they are employed by.
- Employee terms and conditions will vary across the partnership given they will be employed by one partner organisation; therefore an employee could work in the same team or at the same location as another employee but have different pay conditions and terms and conditions.
- Current employees would remain in their current pension fund.
- New employees can opt out of LGPS pension scheme, as they do now.

Brighton & Hove City Council (BHCC)

BHCC are joining the Orbis partnership from April 2017, but finances will be kept separate until April 2018. This means there will be no impact on the savings for Orbis in the year 2017/18.

A full financial assessment will be undertaken as part of the process for BHCC joining the partnership to full understand the implications. This will lead to the development of a revised business case and Inter Authority Agreement.

Orbis	Saving (currently showing savings accrued by SCC and ESCC) Surrey portion of these savings is set at 70% in line with partnership ratio	Impact	Rationale
Property	£966,000 (SCC portion £676,000)	No impacts	Redesign of Property Service in line with Orbis Business plan to integrate teams with East Sussex County Council. The savings will be delivered through the redesign of a number of key areas (Asset Strategy, Schools Programme & Investment /Disposals teams). The EIA has not identified any areas of impact but further EIAs will completed for other elements of the Property service when they start the consultation process.
Information Management and Technology	£1,099,000 (SCC portion £769,000)	No impacts	The savings will be delivered through integration of tier 4 roles within the IT service with East Sussex CC. The consultation process is currently underway and an EIA was completed as part of this process that identified a number of positive and negative impacts resulting from the revised service offer. All negative impacts have clear mitigating actions that address the risks identified

Human Resources	£400,000 (SCC portion £280,000)	No impacts	Savings in 2017/18 will be delivered through retention of vacancies and therefore no EIA required at this time.
Finance	£525,000 (SCC Portion £367,000)	No impacts	Savings for 2017/18 will be delivered through retention of vacancies and therefore no EIA required at this time.
Business Operations	£244,000 (£170,000)	No impacts	Savings for 2017/18 will be delivered through retention of vacancies and therefore no EIA required at this time.
Management	£100,000 (SCC Portion £70,000)	No impacts	Savings for 2017/18 will be delivered through retention of vacancies and therefore no EIA required at this time.
Procurement	£295,000 (SCC Portion (£206,000)	Positive and negative impacts	The Procurement service completed a consultation process for all staff in December 2016 with a launch of a revised fully integrated services in April 2017. A detailed EIA was completed as part of this process that identified a number of positive and negative impacts resulting from the revised service offer. All negative impacts have clear mitigating actions that address the risks identified.
TOTAL (may not sum due to rounding)	£2.5 million		

Customer Services

Proposed savings from Customer Services are to be implemented by the delivery of efficiencies through rationalising the way that services are offered and streamlining current processes.

The Contact Centre's opening hours are being reduced and there is a drive to promote use, and increase provision and uptake of on-line options to customers so that they can self-serve 24/7.

Equality Impact Assessments are being undertaken to mitigate the impact on people with protected characteristics. This will include continuing the library automated telephone renewal service and offering discreet support from the Contact Centre for customers unable to use the alternative channels offered.

Customer Services	Saving	Impact	Rationale
No Saturday opening (library calls only taken)	£15,000	Negative	Potential negative impact on residents who are digitally excluded, or unable to or prefer not to use technological solutions. A full EIA has been undertaken. Negative impacts have been mitigated by continuing the automated telephone renewal service (Call Point) and providing discreet telephone support for any customers who are unable to use the

			alternative channels offered. Customers can also visit their local library.
Reduce hours to 9am to 5pm (from 8am to 6pm)	£50,000	Negative	<p>There may be a minimal impact on residents who are in full time employment and who may have difficulty making calls during core office hours.</p> <p>A full EIA has been undertaken. Negative impacts have been mitigated by continuing the drive to provide on-line solutions available to customers so that they can self-serve 24/7.</p>
Libraries reservations and renewals	£45,000	Negative	<p>There is likely to be an impact on customers who are digitally excluded or are unable to/prefer not to use technological solutions. This is most likely to impact older people.</p> <p>A full EIA will be undertaken as part of the consultation process.</p> <p>Impact will be mitigated by the continued provision of Call Point (phone based automated renewal service) and discreet telephone support via the Contact Centre.</p>
Stop appointment bookings: Birth	To be agreed	Potential negative impact	<p>There is likely to be an impact on customers who are digitally excluded or who are unable to/prefer not to use technological solutions.</p> <p>A full EIA will be undertaken as part of the consultation process.</p> <p>Impact will be mitigated by providing discreet support via the Contact Centre.</p>
Stop appointment bookings: Death	To be agreed	Potential negative impact	<p>There is likely to be an impact on customers who are digitally excluded or who are unable to/prefer not to use technological solutions.</p> <p>A full EIA will be undertaken as part of the consultation process.</p> <p>Impact will be mitigated by providing discreet support via the Contact Centre.</p>
Copy Certificate ordering	To be agreed	Potential negative impact	<p>There is likely to be an impact on customers who are digitally excluded or who are unable to/prefer not to use technological solutions.</p> <p>A full EIA will be undertaken as part of the consultation process.</p> <p>Impact will be mitigated by providing discreet support via the Contact Centre.</p>
Marriage and ceremony enquiries	To be agreed	Potential negative impact	<p>There is likely to be an impact on customers who are digitally excluded or who are unable to/prefer not to use technological solutions.</p>

			<p>A full EIA will be undertaken as part of the consultation process.</p> <p>Impact will be mitigated by providing discreet support via the Contact Centre.</p>
Reduce complaints staff	£35,000	No impacts	Savings will be achieved by streamlining current processes to ensure that they continue offer effective outcomes for customers and efficient ways of working for staff.
Channel Shift	£25,000	Positive	As part of Customer Services channel shift strategy opportunities will be identified to provide additional on-line options for customers so that they are able to self-serve 24/7
Reduction in web and digital capacity	£10,000	No impacts	Savings will be achieved through reviewing processes to ensure continued effective outcomes for customers and efficient ways of working for staff.
No longer providing support to Partnership and micro site	To be agreed	No impacts	<p>There are over 70 partnership / microsites in addition to the SCC corporate website. By removing this role, these websites will not get the support and governance from a web professional, so risk being less effective, non-compliant with accessibility, etc.</p> <p>Also, there are efficiencies that can be made by having web sites under a central role and so there could be an increase in costs from other parts of the organisation if they do not have this support.</p>
TOTAL (may not sum due to rounding)	£180,000		

5. Environment and Infrastructure

Included Services: Highways; Environment and Emergency Planning.

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

- **Highways and Transport Service**
- **Place Development Service**

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 EIAs 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 undertaken

Equalities Analysis Assessment Summary 2017/18

Out of the four confirmed savings for the Highways and Transport Service in 2017/18, two savings proposals have been deemed as requiring an EIA.

Out of the thirteen confirmed savings for the Place Development Service in 2017/18, six savings proposals have been deemed as requiring an EIA.

Marginal gains - Savings measures for both services (Highways and Transport and Place Development) in the Environment & Infrastructure (E&I) directorate are yet to be finalised. Some residents may experience some potential negative impacts due to reduced services. EIAs will be developed as part of each savings measures/scheme that is finalised and will have its own EIAs.

Highways and Transport services

Network and Asset Management Group - Winter maintenance

A saving concerning Highway Winter Maintenance will have an EIA completed following the annual review of the Winter Service Plan, which will involve consultation with Members. The EIA will be included in a report to Cabinet in July 2017 where a final decision will be taken.

Local Highways Services Group - Local Committee Funding

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. Levels of service for environmental maintenance are being maintained in partnership with Surrey's Borough and District Councils, hence there is no need for an EIA. However, there are possible negative impacts on resident experience. Each scheme that goes through the Committee and will have its own EIAs.

Works Delivery Group - Highways and Transport Restructure

This saving realises in 2017/18 from previously integrated teams in Highways and Transport services.

Place Development Service

Waste Group - Waste savings programme and Contract Review

Waste Group's savings are identified from waste savings programme and a contract review focussed around contract renegotiation and refinancing. A programme of work is planned aimed at revising payment transfer mechanisms and joint working arrangements between the County Council and the districts and borough councils.

Travel and Transport Group - Local Transport Review

The preferred approach for recognising savings in the Local Transport Review has been through contract negotiations with bus operators of subsidised routes, 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 EIA completed in year one and two of the review used feedback received from groups and individuals with protected characteristics in the public consultation. The comprehensive EIAs completed for years one and two of the Local Transport Review will be updated to form part of 2017/18.

Countryside Group - Countryside and Surrey Wildlife Trust Review

Countryside's savings proposal comes from reducing the contribution to partnership work in the Countryside Contribution to Surrey Wildlife Trust to reduce by £100,000 in 2017/18, Reduction in contribution to hosted partnerships, Contribution to non-hosted partnerships to stop: Gatwick Greenspace Partnership and Blackwater Valley Countryside Management Partnership and Reduce the revenue budget for Rights of Way work by £190,000. EIAs will be assessing the impact of the reductions on the delivery of the countryside and access service to the public. The public who visit the countryside and potentially those who benefit from some of the activities run by the hosted and non-hosted partnerships will be affected by the proposals.

Planning and Development Group - Planning and Development Review

The planning saving/budget reduction for Planning and Development group is £350,000 for the 2017/8 financial year, rising to £500,000 in the 2018/19 financial year. The Group proposes to meet the proposed budget reduction by reductions in staff (vacant posts and voluntary severance) and through increased income generation.

Place and Sustainability Group - Place development and Road safety

Place and Sustainability Group savings proposals are yet to be finalised which will include road safety savings.

E&I Cross-cutting services - E&I Support Function Review

The E&I Directorate Leadership Team commissioned a Support Functions Review (SFR) in summer 2016 as part of a Council wide review and in response to the proposed budget reductions for 2017/18 to 2020/21. The review also identified opportunities to achieve savings via efficiencies from integration and broadening out of contract management, customer service, performance management and project management support activities.

'Deep dive' reviews are currently underway to develop these opportunities and inform the shape of support functions in Phase Two, which is due to be launched in June and go live in September 2017. The changes in Phase One that contributed to the required MTFP and Business Services Review Savings did not disproportionately affect any individual or groups of staff, residents or service users with any protected characteristics and the impact of Phase Two proposals regarding protected characteristics will be considered once details are available.



Savings for 2017/18 for Environment and Infrastructure Directorate (Highways and Transport Service)

Description of Savings / Efficiency	Saving 2017/18	Impact	Rationale
<p>Highway Information Team income</p> <p>Following a review of the market expected search fee income is anticipated to be in excess of current levels.</p>	£40,000	No impact	EIA not required as no change in service level is proposed as part of this measure.
<p>Highways and Transport Restructure</p>	£200,000	Negative Impact	This saving realises in 2017/18 from previously integrated teams in Highways and Transport services.
<p>Winter maintenance</p>	£340,000	Negative Impact	A saving concerning Highway Winter Maintenance will have an EIA completed following the annual review of the Winter Service Plan, which will involve consultation with Members. The EIA will be included in a report to Cabinet in July 2017 where a final decision will be taken.

Savings for 2017/18 for Environment and Infrastructure Directorate (Highways and Transport Service)

Description of Savings / Efficiency	Saving 2017/18	Impact	Rationale
<p>Environmental maintenance</p> <p>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.</p>	£1.7 million	Potential Negative Impact	Our levels of service for environmental maintenance are being maintained in partnership with the Boroughs and Districts, hence there is no need for an EIA 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 EIA.
<p>E&I Highways - Marginal gains</p>	£178,000	Potential Negative Impact	Savings proposals are yet to be finalised. Some residents may experience some potential negative impacts due to reduced services. EIAs will be developed as part of each savings measures / scheme that is finalised and will have its own EIAs.
<p>TOTAL (may not sum due to rounding)</p>	£2.5 million		

Savings for 2017/18 for Environment and Infrastructure Directorate (Place Development Service)

Description of Savings / Efficiency	Saving 2017/18	Impact	Rationale
<p>Waste Development Group</p> <p>Collaborate with Partners* - 'Kerbside recycling performance' programme</p>	£982,000	Negative Impact	EIA developed in Feb 2015 is still relevant. Due to be reviewed and updated by end of April 2017.
<p>Waste Development Group</p> <p>Transform – Green Waste</p>	£54,000	No impact	Revised financial arrangements with WCAs regarding green waste recycling – no impact on service or staff.
<p>Waste Operations Group</p> <p>Optimise – Reuse shop expansion</p>	£492,000	Negative Impact	Whilst the service is not being reduced under this initiative, an EIA is required because of the potential implication for the protected characteristics age and disability, who may have limited mobility to access the shops. This will be mitigated through the design and implementation of the shops. The EIA will be completed and actioned before the shops open in Spring 2017.

Savings for 2017/18 for Environment and Infrastructure Directorate (Place Development Service)

Description of Savings / Efficiency	Saving 2017/18	Impact	Rationale
Waste Operations Group Community Recycling Centres - CRC rationalisation programme	£1 million	Negative Impact	Two EIAs were completed for the first phase of changes that were implemented in 2016/17. These EIAs will be refreshed and updated as part of the second phase of changes in the CRC rationalisation programme. The EIAs will be developed throughout Feb – May 2017, will be updated during the public consultation in June and July 2017, and completed in the lead up to Cabinet in Autumn 2017.
Waste Development Group Districts & Boroughs – Single waste approach*	£2 million	Potential Negative Impact, (Revisit later this year to assess)	Programme of work aimed at revising payment transfer mechanisms and joint working arrangements between SCC and the districts and boroughs. No equality impact is anticipated in 2017/18 as a result of this. This will be revisited if projects start to lead to service changes.
Waste Operations Group Contract Review – Contract Structure	£1 million	No impact	Doesn't require an EIA for the contract review, as no change to the service is proposed as part of this savings measure.

Savings for 2017/18 for Environment and Infrastructure Directorate (Place Development Service)

Description of Savings / Efficiency	Saving 2017/18	Impact	Rationale
Waste Development Group Recycling Management	£1 million	No impact	Programme of work aimed at centrally managing kerbside-collected recyclables. No impact on waste collection services for residents and no impact on staff.
Travel and Transport Group Local Transport Review	£735,000	Negative Impact	The preferred approach for recognising savings in the Local Transport Review has been 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. Equality Impact Assessment (EIA) completed in year one and two of the review using the feedback received from groups and individuals with protected characteristics in the public consultation. The comprehensive EIAs completed for year 1 and year 2 of the Local Transport Review will be updated to form part of 2017/18.
Countryside Group Countryside and Surrey Wildlife Trust Review	£350,000	Negative Impact	Countryside's savings proposal comes from reducing the contribution to partnership work in the Countryside Contribution to Surrey Wildlife Trust to reduce by £100,000 in 2017/18, Reduction in contribution to hosted partnerships, Contribution to non-hosted partnerships to stop: Gatwick Greenspace Partnership and Blackwater Valley Countryside Management Partnership and Reduce the revenue budget for Rights

Savings for 2017/18 for Environment and Infrastructure Directorate (Place Development Service)

Description of Savings / Efficiency	Saving 2017/18	Impact	Rationale
			of Way work by £190,000. EIAs will be assessing the impact of the reductions on the delivery of the countryside and access service to the public. The public who visit the countryside and potentially those who benefit from some of the activities run by the hosted and non-hosted partnerships will be affected by the proposals.
Planning and Development Group Planning and Development Review	£350,000	Negative Impact	The planning saving/budget reduction for Planning and Development group is £350,000 for the 2017/8 financial year, rising to £500,000 in the 2018/19 financial year. The Group proposes to meet the proposed budget reduction by a reduction in staff (vacant posts and voluntary severance) and through increased income generation.
Place and Sustainability Group Place development and Road safety	£300,000	Potential Negative Impact	Place and Sustainability Group savings proposals are yet to be finalised which includes road safety savings.
E&I Cross-cutting services E&I Support Function Review	£200,000		E&I DLT commissioned a Support Functions Review (SFR) in summer 2016 as part of a council wide review and in response to the proposed budget reductions for 2017/18 to 2020/21. The review also

Savings for 2017/18 for Environment and Infrastructure Directorate (Place Development Service)

Description of Savings / Efficiency	Saving 2017/18	Impact	Rationale
		Potential Negative Impact	identified opportunities to achieve savings via efficiencies from integration and broadening out of contract management, customer service, performance management and project management support activities. 'Deep dive' reviews are currently underway to develop these opportunities and inform the shape of support functions in Phase Two, which is due to be launched in June and go live in September 2017. The changes in Phase 1 that contributed to the required MTFP and Business Services Review Savings did not disproportionately affect any individual or groups of staff, residents or service users with any protected characteristics and the impact of Phase Two proposals regarding protected characteristics will be considered once details are available.
E&I Place Development - Marginal gains	£300,000	Potential Negative Impact	Savings proposals are yet to be finalised. Some residents may experience some potential negative impacts due to reduced services. EIAs will be developed as part of each savings measures / scheme that is finalised and will have its own EIAs.
TOTAL (may not sum due to rounding)	£7.2 million		

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

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

Communities

The Community Partnership Team

The Community Partnerships and Safety Team, as part of budget setting for the financial year 2017/18, is reviewing the levels of funding for the Community Improvement Fund (CIF) and the Members Allocations scheme. These funding streams are designed to provide investment in schemes that improve the local area and encourage participation, reduce isolation, and develop the potential for social wellbeing and economic prosperity. In previous years, the full commitment of the funds has been utilised.

Proposals are to reduce CIF from £500,000 to £264,000, and to reduce Members' Allocations from £10,300 to £9,000 per division.

Potential negative impacts included a reduced opportunity for investment in more disadvantaged communities, particularly on age and disability characteristics.

Mitigating actions to address issues have already been implemented include robust: assessment, award, monitoring and review processes to maximise the achievements of the funding schemes by ensuring that applications from groups most in need of support and those that produce the greatest breadth of social, economic and environmental benefits are successful.

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 achieved 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	This is a cumulative four year total before the addition of the 1.5% per annum.	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.	Deliver a joint trading standards service with Buckinghamshire to improve service quality, savings and increased income generation.

	<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>		
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Cultural Services

Registration and Nationality Service

The Registration and Nationality Service is reviewing the levels of provision that are offered for appointments for birth registration, death registration, and notice of marriage at Register Offices.

The Service is proposing to reduce the number of birth registrations available in the diary at the Register Offices, enabling the reprioritisation of appointments for notice of marriage and death registration. This proposal is designed to assist the service to generate greater income through officering more notice of marriage appointments.

The key negative impact is on those with the protected characteristic of pregnancy and maternity. In the event that an appointment cannot be found within the 42 day limit at the nearest Register Office, then they would be required to travel further to register a birth resulting in greater inconvenience, expense, and travel time.

Library Service

The Library Service is required to make budget savings of £397,000 from 2017/18. There are three proposals to achieve this:

- Proposal one, the revision and reduction of evening opening hours across the branch network at Category A and B libraries, to save £121,000.
- Proposal two, reduce the resources fund by £246,000.
- Proposal three, reduce the staffing budget for the service development team by £30,000.

The reduction in evening opening hours may impact predominantly on those with limited opportunities to visit the library at alternative hours of the day. This is most likely to impact those of working age in full time employment and carers in towns where this change is made. Residents will no longer be able to visit libraries in the evening.

The reduction in evening opening hours will impact on staff at libraries affected. Staff will be employed for fewer hours and will no longer have the opportunity to work evenings. Staff may need to retrain and or have to travel further to find employment or retain alternative evening employment, incurring greater expense of time and money. This is likely to impact staff with the following protected characteristics. Older people, people with disabilities, those with infants or young children, carers with limited time or access to transport.

All users will be affected by a reduction in the book fund with a reduction in the range and availability of titles.

The service development team will experience reduced staffing levels. Staff who are older may find it difficult to retrain or obtain alternative employment. They may also have to travel further incurring greater expense of time and finance to find employment.

Surrey Heritage

The proposal is that from January 2018 the current position of Heritage Manager is removed from the Service. The proposals are designed so that there will be no impact on frontline service delivery and therefore the impact on service users is expected to be minimal.

The main impact of the new arrangements is likely to affect staff in the Heritage Service and the Cultural Services Leadership Team.

Surrey Arts

Currently music services for young people in challenging circumstances are provided by the charity Rhythmix. The proposed change is a move away the provision of a grant £24,000 for this charity and a move to a commissioning-for-work model.

Impacts are difficult to quantify but it seems likely that the quality of the service provided will remain the same or improve slightly. In the worst case scenario, service provision is commissioned but the quality of service delivery deteriorates from the current standard resulting in a less rewarding experience for the young people involved. The current service user profile indicates that 40% of those accessing the service are children and young people with disabilities. There are also a greater proportion of males. In the event of a deterioration of service the protected characteristic groups that this is most likely to have a negative impact upon would be age, disability and gender.

If the current service provider is unsuccessful and the service is provided by another organisation then the impact is more uncertain. Through tight quality controls in the commissioning process, the Council will ensure that the quality of service provision matches or improves upon that which is currently delivered.

7. Surrey Fire and Rescue

A savings target of £900,000 was allocated in relation to reconfiguring fire stations in the Spelthorne area following extensive public consultation and Cabinet decisions made in 2014. The original proposal intended to make the saving this year, following the opening of the new fire station, by closing both Staines and Sunbury fire stations and operating from the new station in Fordbridge. There have been delays in the build of the new station and the intention of the Council is to keep both existing fire stations open within the Spelthorne area until the new replacement station is open.

£300,000 savings have been allocated in relation to the Service's current contingency cover and specialist rescue arrangements. Work has commenced in relation to the options available for the provision of a contingency crewing solution that meets the legal requirements placed upon the fire authority and the need to ensure the provision is cost effective.

£400,000 savings have been identified through Blue light collaboration work in Fleet and Mobilising. Savings are intended through working collaboratively to meet the current and future transport and associated equipment needs for emergency services across Surrey and Sussex. A review of Mobilising is underway.

£100,000 savings have been identified through back office changes and restructure of the senior management team. Formal reviews in both these areas are due to start shortly with consideration given to ensuring that structures and provision are fit for purpose and whether collaboration with other emergency service might achieve these efficiencies.

The Service's comprehensive EIA 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; Legal and Democratic Services and Strategic Leadership. Each of these services has submitted proposals for achieving the savings target for 2017/18.

Strategy and Performance will deliver its savings in 2017/18 with no expected impact to service provision through reductions to: the Healthwatch contract; staffing costs by re-prioritising vacancies and re-distributing tasks; and general running costs such as travel, IT and stationery.

The Communications Service will make £162,000 saving in 2017/18. The savings will be made by reductions to the publicity budget, staffing budget and Surrey Matters magazine.

In making savings, the service will prioritise activity that supports the priorities identified in the corporate strategy for example campaigns on areas such as domestic abuse, adoption and fostering and signposting adult social care. The service will also make 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 Services will continue with plans to make savings through the Orbis Public Law partnership with East Sussex, West Sussex and Brighton and Hove. Savings will be made through a combination of reductions in staffing and by increasing income. There will be no impact on service provision.

Democratic Services will make savings by encouraging Members and officers to reduce the use of paper and save on stationery. There will be no impact on service provision.

In addition, a saving will be made to the Strategic Leadership budget through deletion of a vacant post. This will have no effect on service provision.

Strategy and Performance	Saving	Impact	Rationale
Re-prioritising vacancies and re-distributing tasks	£213,000	No impacts	Deletion of vacant posts and removing from base budget.
Legal Services			
Marginal savings of 1.5%	£63,000	No impacts	Legal Services will make savings by managing vacancies as they arise and increasing income. There is no expected impact on service provision.
Utilising vacant posts	£48,000	No impacts	As above.
Increasing income	£70,000	No impacts	As above.
Management change – Orbis Public Law	To be agreed	No impacts	No change in 2017/18.

Other changes	To be agreed	No impacts	No change in 2017/18.
Democratic Services			
Modern Councillor	£66,000	No impacts	Establishing Member support that encourages self-sufficiency and the adoption of modern working practices. Enabling and encouraging self-service – adopting a paper-light approach for Members and officers to reduce paper and general stationery use; offering a standard equipment package to new Councillors.
Communications			
Additional savings	£60,000	No impacts	Savings from publicity, staffing and Surrey Matters magazine.
Marginal savings of 1.5%	£30,000	No impacts	
Restructuring and reducing external spend	£72,000	No impacts	
Strategic Leadership			
Staffing reduction	£110,000	No impacts	Deletion of vacant post – no impact on protected groups.
TOTAL	£732,000		

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