

Equality Impact Analysis for 2018/19 budget savings

This annex provides equality analysis for the savings proposals included in Surrey County Council's Medium Term Financial Plan (MTFP) 2018-21. This document assesses the implications of planned savings for 2018/19.

For each directorate or service grouping there is:

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

Full Equality Impact Assessments (EIAs) have either been completed, or are being developed, for new savings proposals which have potential equality implications. These will be made available on the equality pages of the Surrey County Council website if Cabinet agree this MTFP.

<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.7)
3. Public Health (p.11)
4. Orbis (p.14)
5. Environment and Infrastructure (p.18)
6. Trading Standards, Community Partnerships, Libraries & Cultural Services (p.28)
7. Surrey Fire and Rescue Service (p.32)
8. Other Services (p.33)

1. Adult Social Care

Background

The next year will be exceptionally challenging for Adult Social Care. There are the demographic pressures of an ageing population and increasing numbers of people with dementia and complex needs, and young people moving into adulthood with special educational needs and learning disabilities. The care market is becoming increasingly fragile and is experiencing the pressure of an ageing workforce, high staff turnover and potential reduction in EU workers. Wider local government funding continues to reduce and there are pressures to deliver significant efficiency savings with reducing scope to do so. Welfare reform and the National Living Wage make for a challenging national policy environment and there are new opportunities being created by the emerging Sustainability and Transformation Partnership and devolution in Surrey Heartlands.

Equality Impact Assessment Summary

As part of the development of the Council's Medium Term Financial Plan (MTFP) Adult Social Care has undertaken an equalities analysis of the savings planned for 2018/19. The Directorate has identified a range of savings, all of which are a continuation of those in previous MTFPs. Equality Impact Assessments for these savings have been grouped into three themes:

- **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 2018/19, coming on top of the £234m savings already achieved since 2010/11, means it is becoming increasingly difficult for the Directorate to mitigate negative impacts associated with the saving. There are risks that:

- Investment in preventive services will continue to be reduced to ensure the Council discharges its duty to meet eligible assessed needs. To mitigate this risk the Directorate will ensure any changes are evaluated for potential impact on people with protected characteristics and are targeted to minimise the impact upon local services.
- There will be increased pressure on health, borough, district, voluntary, community and faith sector partners and informal carers. To mitigate this risk, 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 risk the Council will continue to work in partnership with providers to develop and maintain sustainable social care markets.

Some of the positive impacts associated with the 2018/19 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 creative responses to meeting assessed need and to stimulate a more diverse range of community based services.
- Exploring new models of delivery to improve the quality of services which are 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 local authority 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		2018/19 £000	Impact	Rationale
Whole Systems Demand Management				
1.	Family, Friends and Communities	£2.5 million	Positive and negative impacts	An asset based approach building upon the positive contribution people in local communities can make towards the provision of social care and support to bring about positive outcomes.
2.	Transport care packages review	£250,000	Positive and negative impacts	Re-negotiating rates and ensuring people use mobility and other allowances to fund their transport costs
3.	Demand management	£1 million	Positive and negative impacts	Collaborating with partners to promote wellbeing across local health and social care systems to prevent individuals developing long term substantial and critical care needs.
4.	Optimisation of Transition pathways	£1.5 million	Positive and negative impacts	Optimising the way services are planned and delivered for young people will mean services can be delivered more efficiently.
5.	Section 256 client group savings	£1.8 million	No impact	Decreasing care costs associated with a reducing Section 256 client cohort.

6.	Targeted strategic shift from residential to community based provision for people with disabilities	£1 million	Positive and negative impacts	Identifying individuals who would benefit from moving from residential services to supported living, to maximise their independence and wellbeing
7.	Expansion of extra care services	£0	Positive and negative impacts	Expanding the provision of supported housing 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	£822,000	Positive and negative impacts	Implementing the Older People in-house change 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
10.	Resolution of significant outstanding Continuing Health Care disputes/assessments	£1.5 million	Positive and negative impacts	Challenging and resolving outstanding Continuing Health Care disputes/assessments as per national framework with CCGs
11.	Contract and grants review	£500,000	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	£3.6 million	Positive and negative impacts	Decommissioning HRS for people with learning, physical and sensory disabilities and older people, with personal budget provided where an individual has eligible needs. Recommission HRS services for socially excluded people.
13.	Closure of Surrey information hubs	£335,000	Positive and negative impacts	Closing the remaining user-led information hubs in high street locations
TOTAL (may not sum due to rounding)		£18.6 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 Children's Services; Schools and Learning (including Special Educational Needs and Disabilities); and Commissioning and Prevention (including Early Help and Family Services). The senior managers in the CSF who are responsible for the savings planned for 2018/19 have undertaken an equality analysis. These savings form part of the Council's Medium Term Financial Plan (MTFP) 2018-2021. The directorate has identified 16 planned savings for 2018/19, which have been grouped under six themes:

- **Market management** – these proposals are seeking to contain costs for commissioned services.
- **Early Help model** – these savings proposals relate to the implementation of a new operational model for Family Services which works with children and families to identify and address problems before they escalate.
- **Special Education Needs and Disabilities (SEND)** – these savings proposals are seeking to ensure a sustainable service to support children and young people with SEND.
- **Education and skills** – these relate to changes in support services for schools in light of changing national legislation and funding arrangements, and 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 efficient way of running services

Equality Analysis Summary

Ref.	Description of savings proposal	£000 2018/19	Impact	Rationale
Market Management				
1	Children's social care market management	£559,000	No impact	These proposals are seeking to contain costs for commissioned services. These savings are not expected to have an effect on services
2	Early help market management	£224,000		
3	Education and skills and SEND market management	£789,000		
Early Help model				
4	Early help reconfiguration – reprofiled	£3.3 million	Likely to have positive and negative	An equality impact assessment (EIA) has been produced to analyse the potential impacts of

			<p>impacts</p> <p>Likely to have positive and negative impacts</p>	<p>the new Early Help Strategy and the changes to the Early Help Offer within Family Services. The EIA will be submitted to the Cabinet in February 2018, along with the strategy paper.</p> <p>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. Engagement activity will be undertaken to identify needs in specific areas and the services required to meet those needs.</p> <p>In relation to the above, an EIA is being drafted for aligning the workforce of the Family Services to effectively support the delivery of the new Early Help Strategy. The EIA is expected to be completed in April 2018. 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.</p>
5	Early Help contract savings	£187,000	Likely to have positive and negative impacts	This savings proposal relates to externally commissioned Early Help services for young people across Surrey, as part of the reconfiguration of our Early Help Offer for children, young people and families (item 4 above). An EIA was completed in 2017 which remains valid for 2018/19.
Special Educational Needs and Disabilities (SEND)				

6	Home to school transport – SEND	£1.2 million	Likely to have positive and negative impacts	<p>The Cabinet has recently approved a new Travel Assistance Policy which will come into full effect from September 2018. The new policy will apply to all children and young people with SEND who are eligible for travel assistance. It introduces a wider variety of travel assistance options to support these children and young people to get to school/college independently where this is appropriate and practical, and the policy also aims to reduce reliance on taxi/minibus transport where this is not needed. The council will be awarding a contract to deliver independent travel training to support these children and young people.</p> <p>An EIA for the policy, which includes independent travel training, was published in November 2017. The EIA will be regularly monitored, and kept updated as the policy and independent travel training offer is introduced to ensure that the council is appropriately mitigating any potential unintended negative impacts.</p>
SEND - Savings on High Needs Block Dedicated Schools Grant (DSG)				
7	Review occupancy of special schools and units	£217,000	Likely to have positive impacts	These savings relate to better alignment of in county provision for SEND to the needs of children and young people, closer to home. This is likely to have a positive impact on these children and young people. The existing EIAs remain valid for 2018/19.
8	Cullum Centres	£584,000		
9	School re-designations	£594,000		
10	SEN inclusion in mainstream	£844,000		
11	Manage Inflation on SEND DSG funded services	£1.6 million	No Impact	These proposals are seeking to contain costs for commissioned services. These savings are not expected to have an effect on services
12	Alternative Dedicated	£10.7 million	To be	The proposals to achieve these

	Schools Grant savings required – yet to be determined		determined	savings are as yet to be determined, and they will be developed in consultation with schools in order to mitigate potential negative impacts. Where an EIA is required, this will be completed following consultation with schools, and published on the council's website.
Education and skills				
13	Realignment of grant funding	£2 million	No impact	This is a shift in funding for existing services which were previously funded by the council and now funded from Dedicated Schools Grant.
Support functions review				
14	Children's Services	£280,000	Likely to have positive and negative impacts	This will focus on ensuring that social workers are supported in the most flexible way possible to enable them to do their job well and that support staff have the skills and competences and are deployed to maximise these in support of children's social care. The existing EIA will be updated by the end of March 2018.
15	Schools and Learning	£75,000	No impact	These savings will be achieved through vacancy management, reprioritization of work and operational efficiency gains.
Productivity efficiencies				
16	Schools and Learning	£2.4 million	Likely to have positive impact	This saving proposal relates to the continuous identification of the most efficient way of running services.
TOTAL (may not sum due to rounding)		£25.5 million		

8 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 2018/19 grant allocation continues to be 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 was removed from our grant allocation permanently. Subsequently a further reduction of 9.6% (in cash terms) over the following three years was announced. In addition, Public Health are supporting the Council to meet the overall budgetary pressures through identifying broader council work that indirectly helps to improve public health outcomes and supporting these areas financially (the MTFP shadow funding programme referenced above). Ultimately, it 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 being addressed?

In order to meet this reduced budget the past two years has seen extensive work with providers and other involved parties to reshape Public Health service provision in the county. These measures have included:

- Savings released through re-commissioning and re-design of sexual health services, and children's 0-19 Public Health services.
- Contract negotiations with all current providers to reduce costs of existing contracts
- Prioritised invitation for the universal NHS Health Checks Programme to address health inequality
- Efficiencies made through our central business and staff budget
- Stopping all non-contractual spend.

While savings are being found in a range of areas, as part of the development of the Council's budget, an equality analysis of savings proposals that will have a direct impact on service provision for 2018/19 has been undertaken. This document sets out the summary equality analysis for savings from the following specific services:

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

- Sexual Health
- Substance misuse

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 Equality Impact Assessment has undertaken

Equality Analysis Summary

The MTFP savings proposals listed below from within public health have been identified as requiring Equality Impact Assessments (EIAs) due to them relating to service delivery within the highlighted programme areas. The other savings listed within the MTFP relate to non-pay savings or other accounting adjustments that do not have any impact upon residents or staff from protected groups meaning an EIA is not required.

Both sexual health and substance misuse have live EIAs that are published and reflect the differing stage of these programmes.

Savings in Sexual Health relates to non-contract related spend eg. work to encourage a reduction in the numbers accessing sexual health services outside the county which we are required to pay additional fees for. While this does not mean a direct change in service provision, this approach may be counter to the preferences of some using the service, meaning it has been considered within the updated overall Sexual Health EIA that was published in February 2018.

Savings within substance misuse relates to work with current providers to develop a new integrated substance misuse service under one contract from April 2018. The detail of this is still being developed however it will involve a move to one provider for tier two (for example, injecting equipment exchange), three (for example, psychosocial and recovery support) and four (inpatient detoxification) services.

The provision of treatment for those within the criminal justice system will be met through this service as part of the universal treatment they will provide meaning the specialist support for people in the criminal justice system will not be recommissioned. Public Health have committed to work with partners through the Criminal Justice Board to minimise the impact of this decision on the wider criminal justice system.

The positive and negative impacts as they are currently understood have been considered in the EIA and a separate EIA on the ending of the specialist support for people in the criminal justice system will be published in March 2018. These will be regularly updated as and when further details of the exact impacts of the changes are agreed within the mobilisation process over the coming months.

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Description of Efficiency	£000 2018/19	Impact	Rationale
Sexual Health (non-contract eg. out of area spend)	£628,000	Positive and negative impacts	We are required to pay for sexual health services that Surrey residents access wherever this is in the country. This is in addition to the amount we pay for the local service provision. Encouraging

			<p>persons to access the service locally reduces the additional amount we pay for out of area service access. It may be perceived that encouraging local access may be counter to the preference of those in Surrey wanting to access sexual health services, however, this would be the case across the different protected characteristics. Access will this remain the choice of the individual who will still be able to choose to access the service outside Surrey meaning any actual negative impact is anticipated to be minimal.</p>
Substance Misuse Integrated Service	£1.5 million	Positive and negative impacts	<p>This a move to one provider for tier two, three and four substance misuse services. A positive impact of this should be a more straight forward pathway for the user as there will only be one point of access. This may be particularly helpful for those with a disability or others who may find it harder to access services. This change will also mean the current contract for specialist support for people in the criminal justice system will not be recommissioned and pathways will instead be developed into the main single service. This is likely to affect adults (18+) within this part of the system. The detail of the impact of these changes are currently being discussed with the providers along with ongoing communications with key partners such as CCGs. This will identify greater detail about the changes that will be needed, their impact and how they will be mitigated which will be fed into the updated EIA being published in March, prior to the start of the new integrated service in April 2018. Currently, it is understood there may be some negative impact upon adults who are the main users of the service that is changing.</p>
TOTAL	£2.1 million		

4. Orbis

Includes Business Operations, Finance, Human Resources, IT & Digital, Procurement and Property.

For the Orbis Partnership, major savings will be delivered through the amalgamation of back office services across Surrey, East Sussex and Brighton & Hove Councils.

Equality Impact Assessments (EIAs) are being conducted at key points throughout the development and integration of the partnership. 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 Brighton and Hove City Council's integration during 2017.

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. EIAs will be undertaken at the appropriate times to ensure that any impacts are identified and mitigating actions developed. To date, Orbis has been able to achieve the savings targets in the first two years of the business plan with no compulsory redundancies.

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.

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The section below is related to Managed on behalf of budgets and therefore the likely impact on staff is extremely limited

Orbis	Saving 2018/19	Impact	Rationale
Finance: Audit Fee	£30,000	No likely impact	Reduction in the charge for the annual audit fee due to same provider now being used across Orbis
IT&D: IT Infrastructure & orbis business plan	£106,000	No Likely Impact	Reduction of spend on IT projects in relation to IT infrastructure
Property: Contribution to furniture reserve	£160,000	No likely impacts	Reduced spend on furniture reserve.
Property: building running costs	£200,000	No likely impacts	Optimising use of vacant buildings
TOTAL	£496,000		

- 8 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 pursuing opportunities to enhance income.

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 and Brighton Councils.

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 Orbis Business Plan does not propose that Orbis itself will employ anyone. Employees will continue to be employed by one partner organisation and will work across all organisations within the partnership. These organisations will have reviewed their employment policies as part of this.

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 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 Local Government Pension Scheme (LGPS), as they do now.

Brighton & Hove City Council (BHCC)

BHCC has joined the Orbis partnership and finances will be integrated for operating budgets from April 2018. The original business plan detailed three year savings targets for Surrey and East Sussex and these will be unchanged for 2018/19 with the additional savings already agreed for Brighton & Hove City Council within this financial year. Operating budgets are split on a shared basis according to the contribution each of the partners make to Orbis and the ratios for 2018 are now set at 55% Surrey, 24% East Sussex and 21% Brighton & Hove.

Orbis Partnership	Saving 2018/19 (currently showing savings accrued by SCC, ESCC & BHCC) The Surrey portion of these savings is set at 55% in line with partnership ratio	Impact	Rationale
Property	£901,000 (SCC portion £495,000)	No likely impacts	<p>Redesign of Property Service is in line with Orbis Business plan to integrate teams with East Sussex County Council and plans to integrate with Brighton and Hove are being developed through 2018.</p> <p>Savings will be delivered through redesign of a number of key areas (Facilities management, helpdesk & maintenance). The EIA has not identified any areas of impact at this stage but further EIAs will be completed for other elements of the Property service when they start the consultation process.</p>
Information Technology and Digital	£1.6 million (SCC portion £853,000)	Positive and negative impacts	<p>The savings will be delivered through integration of the IT roles within the IT service across all three Councils. 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.</p> <p>Positives:</p> <ul style="list-style-type: none"> • continuing with flexible working practices / new ways of working for part-time staff • improved opportunities for greater provision of reasonable adjustments. • improved training and performance management for all staff <p>Negatives:</p> <ul style="list-style-type: none"> • a structure that limits progression or does not have the appropriate entry level roles • Staff with longer service may feel that there is little room for them going forward in what is a very different organisation to what they

			<p>may have been used to.</p> <ul style="list-style-type: none"> the introduction of systems and/or processes that are inaccessible for staff with disabilities
Human Resources	£774,000 (SCC portion £425,000)	No likely impacts	Savings in 2018/19 will be delivered through full service integration across the HR service. A consultation was completed in December 2017 with all affected staff and the new structure is due to take effect from April 2018. An EIA was completed as part of the consultation process that identified no likely impacts.
Finance	£1.1 million (SCC Portion £622,000)	No likely impacts	Savings will be delivered through the integration of centres of expertise within the Finance function and later in the year the service finance area. EIAs will be completed as part of the consultation processes for these areas.
Business Operations	£197,000 (SCC Portion £108,000)	No Likely Impacts	<p>Savings will be achieved through the integration of management posts within the service following the creation of a Business Ops hub in Brighton & Hove Council in 2017.</p> <p>EIAs will be completed as part of the consultation processes for these areas.</p>
Procurement	£56,000 (SCC portion £30,000)	No Likely impacts	Savings will be delivered through the integration of East Sussex Adult Social Care procurement staff together with integration with BHCC procurement team. EIAs have been completed for both elements that identified no likely impacts
TOTAL SCC portion	£2.5 million		

5. Environment and Infrastructure

As part of the development of the Council's Medium Term Financial Plan (MTFP) 2018 - 2022, an equality analysis of savings proposals has been undertaken for Environment and Infrastructure.

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

- **Place Development Service (including Waste Group)**
- **Highways and Transport Service**

And comprises:

- A summary analysis of the overarching equality implications of the savings proposals from those services
- Detailed equality 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 (EIAs) have been reviewed and updated
- For new savings proposals, or where there has been material change to the proposal, a new Equality Impact Assessment has undertaken

Equality Analysis Assessment Summary 2018/19

Place Development Service (including Waste Group)

Out of the 14 confirmed savings for Place Development in 2018/19, six savings proposals are financial service adjustments and wouldn't have any impact on service delivery. Out of the eight remaining savings proposals, four following savings proposals have been deemed to require an EIA including two savings proposals from Waste Groups. See table below (page 2) for further details.

Countryside Review

Planning and Development Review

Waste Development Group - 'Kerbside recycling performance' programme

Waste Operations Group – Community Recycling Centres & Transfer Stations

Highways and Transport Service

Out of the seven confirmed savings for Highways and Transport services in 2018/19, four savings proposals are financial service adjustments and wouldn't impact service delivery. The remaining three savings proposals are not expected have any changes in service level. However, funding for Local Members/Committees, is used at the Committee's

discretion to carry out non-essential works and each scheme that goes through the Committee will have its own EIA if necessary.

Unidentified savings for both services

Unidentified savings for both services in the Environment & Infrastructure (E&I) directorate, totalling £378,000, 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 measure / scheme that is finalised.

Savings for 2018/19 for Environment and Infrastructure Directorate (Place Development Service)

Description of Savings / Efficiency	Savings for 2018/19*	Impact	Rationale
Pay inflation	£182,000	No likely impact	Incremental uplift and no likely impact on service delivery. EIA not required.
Contract / market inflation	£3.4 million	No likely impact	Incremental uplift and no likely impact on service delivery. EIA not required.
Income inflation	-£158,000	No likely impact	Incremental uplift and no likely impact on service delivery. EIA not required.
Waste - Volumes & Cost	£6 million	No likely impact	Financial service adjustment and no likely impact on service delivery. EIA not required
Waste - Single Waste		No likely	Financial service adjustment and no likely impact on service delivery. EIA not

Savings for 2018/19 for Environment and Infrastructure Directorate (Place Development Service)

Description of Savings / Efficiency	Savings for 2018/19*	Impact	Rationale
Approach	-£1 million	impact	required
Transfer To/From Waste Sinking Fund	-£2.9 million	No likely impact	Financial service adjustment and no likely impact on service delivery. EIA not required
Countryside Review Page 206	-£350,000	Negative Impact	<p>Countryside's savings proposal comes from reducing the contribution to partnership work to Surrey Wildlife Trust, reduction in contribution to hosted partnerships, reduce contribution to non-hosted partnerships to stop and reduce the revenue budget for Rights of Way work. The general 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. EIA developed in February 2017 is still relevant. EIAs will be assessing the impact of the reductions on the delivery of the countryside and access service to the public as part of the Cabinet papers for the projects (for example, Pay & Conserve Project and Newlands Corner Project).</p>
Planning and Development Review	-£150,000	Negative Impact	<p>The Planning and Development Group (P&D) comprises the County Planning Team, Transport Development Planning and the Heritage Team. The Group generates 40.4% of its Gross budget from income generation. The gross budget is £4 million per annum of which £1.6 million in generated from income, resulting</p>

Savings for 2018/19 for Environment and Infrastructure Directorate (Place Development Service)

Description of Savings / Efficiency	Savings for 2018/19*	Impact	Rationale
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 207</p>			<p>in a net budget of £2.38 million.</p> <p>The planning saving/budget reduction for P&D 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 FTE's (vacant post and voluntary severance) and through increased income generation. The proposal comprises a Budget in the Planning & Development Group. The proposal will increase the self-funding of the group from 40.4% to 53%</p> <p>A high proportion of the services provided by the group are statutory functions and therefore the delivery of those must remain. In order to meet the budget reduction there are two principle savings that will contribute to meet the total saving required.</p> <p>Staff were consulted during One Team review Phase 2 in Summer 2017. EIA developed in February 2017 is still relevant and will be updated if necessary.</p>
E&I Support Functions	-£100,000	Potentially Negative Impact	<p>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 identified opportunities to achieve savings via efficiencies from integration and broadening out of contract management, customer service, performance management and project management support activities. Following 45 days staff consultation over summer 2017, Phase 2 of One Team Review was implemented in September 2017. However, £100,000 savings is expected to be realised over 2018/19 financial year.</p>

Savings for 2018/19 for Environment and Infrastructure Directorate (Place Development Service)

Description of Savings / Efficiency	Savings for 2018/19*	Impact	Rationale
Place & Sustainability Review	-£50,000	Potentially Negative Impact	Place and Sustainability review was initially proposed to as part of 2015/16 MTFP. However, following a restructure, the Place and Sustainability Group is merged with Strategic Transport Group predominantly and savings proposals are yet to be finalised for 2018/19 financial year.
Waste Development Group Kerbside recycling performance' programme	£1 million	Negative Impact	<p>The materials that each authority collects and the containers used varies, but on the whole all houses receive collections of mixed dry recycling (paper, card, metals, plastics and glass), a separate weekly collection of food waste and an opt-in chargeable separate collection of garden waste. Some authorities also collect textiles, small electricals and batteries. The services provided to flats or communal properties can vary.</p> <p>To reduce the cost of disposing of waste and in order to treat waste in the most environmentally sound way, the Surrey Waste Partnership (SWP) aims to encourage more waste to be recycled and the amount of waste disposed to be reduced. The Kerbside Improvement Programme seeks to support residents to recycle more and reduce the amount of waste disposed through a programme of work.</p> <p>All Surrey residents have the opportunity to see or receive information to encourage and help them to use their recycling service through a variety of channels. Residents of some flats and other properties with communal bins will have improvements made to their recycling service by their district or borough council, on the basis of recommendations from the SWP Flats Recycling Team. Some residents will also receive communications to encourage the use of their communal recycling service and to explain any improvements that are being</p>

Savings for 2018/19 for Environment and Infrastructure Directorate (Place Development Service)

Description of Savings / Efficiency	Savings for 2018/19*	Impact	Rationale
			made. EIA developed in April 2017 is still relevant. Due to be reviewed and updated by end of September 2018.
Waste - Recycling Management Community Recycling Centres rationalisation programme	£942,000	Potentially Negative Impact	Two EIAs were completed for the first phase of changes that were implemented in 2016/17 and 2017/18. The EIA was developed and updated during the public consultation in June and July 2017. EIA will be updated throughout the financial year if necessary.
Waste Operations Group Community Recycling Centres & Transfer Stations	£80,000	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 changes are implemented.
Waste - Materials Management	-£149,000	No likely impact, <i>(Revisit later)</i>	Programme of work aimed at revising payment transfer mechanisms and joint working arrangements between SCC and the districts and boroughs. EIA is not anticipated in 2018/19 as a result of this. This will be revisited if projects start to lead to changes in level of services.

Savings for 2018/19 for Environment and Infrastructure Directorate (Place Development Service)

Description of Savings / Efficiency	Savings for 2018/19*	Impact	Rationale
		<i>this year to assess)</i>	
Unidentified Savings	-£200,000	Potential Negative Impact	Savings proposals are yet to be finalised. Some residents may experience some potential negative impacts due to reduced level of 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)	£6.6 million		

Savings for 2018/19 for Environment and Infrastructure Directorate (Highways and Transport Service)

Description of Savings / Efficiency	Savings for 2018/19	Impact	Rationale
Pay inflation	£262,000	No likely impact	Incremental uplift and no likely impact on service delivery. EIA not required.
Contract / market inflation	£1.8 million	No likely impact	Incremental uplift and no likely impact on service delivery. EIA not required.
Income inflation	-£176,000	No likely impact	Incremental uplift and no likely impact on service delivery. EIA not required.
Changes to Government Grants	-£6,000	No likely impact	Incremental uplift and no likely impact on service delivery. EIA not required.
Service Delivery	£6,000	Potential Negative Impact	Savings proposals are yet to be finalised. Some residents may experience some potential negative impacts due to reduced level of services.
Highway Information Team			Following a review of the market expected search fee income is anticipated to

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income	-£40,000	No likely impact	be in excess of current levels. EIA not required as no change in service level is proposed as part of this measure.
Reactive Maintenance	-£1,200,000	Potential Negative Impact	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, hence there is no need for an EIA by Surrey County Council. However, if there are possible negative impacts on resident experience, each scheme that goes through the Committee will have its own EIA.
Highways - Unidentified savings	-£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 measure / scheme that is finalised.
TOTAL (may not sum due to rounding)	£515,000		

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

As part of the development of the Council's budget, an equality analysis of savings proposals has been undertaken. This document sets out the equality analysis for savings proposals from the following:

Communities

- The Community Partnership and Safety Team
- Buckinghamshire and Surrey Trading Standards
- Surrey Coroner

Cultural Services

- Adult Community Learning
- Registration and Nationality Service
- Surrey Heritage
- Surrey Libraries
- Surrey Arts

This comprises:

- A summary analysis of the overarching equality implications of the savings proposals from those services; and
- Detailed equality 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 Equality Impact Assessment has been undertaken.

Community Partnerships and Safety Team

Savings proposals are as follows:

- A reduction in the total amount available to be distributed in the financial year 2018/19 by the Members Allocation Scheme from £6,000 to £5,000 per Member, followed by an increase to £7,500 in 2018/19 and then rising to £10,000 in 2020/21.
- The introduction of a Members Local Highways Fund from 2018/19 with £7,500 per Member, followed by an increase to £10,000 in 2019/20 and then rising to £15,000 in 2020/21.
- The introduction of a Revenue Highways Fund to be shared by the Local /Joint Committees and totalling £1.4 million in 2018/19, increasing to £2 million in 2019/20 and then rising to £2.5 million in 2020/21.
- The removal of the Community Improvement Fund (CIF).

The reduced funding for investment in community projects is likely to impact on people who rely on or gain support from within the local community. The potential loss or reduction in quality of facilities, fewer opportunities for volunteering and social interaction, and fewer educational, creative and leisure activities has the potential to negatively impact the economic health and social wellbeing of the community and individuals within it. This is likely to have a negative impact on all groups with protected characteristics with the exception of 'Marriage and Civil Partnership'.

The introduction of a Members Local Highways Fund and a shared Local/Joint Committee Revenue Highways Fund is likely to assist in addressing local concerns regarding the highway and utilising this knowledge and engagement improve community safety. The fund may be used to improve highway safety or accessibility and may therefore be used for example in the vicinity of schools having a positive impact on children and young people, or elsewhere have a positive impact for those with disabilities, those who are pregnant or with babies and young children .

The separation of the funds will increase clarity for residents and members and should result in additional Member funds being allocated to community projects over the next three years with the additional advantage of the close involvement of Members.

Mitigating actions to address issues have already been implemented and 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.

The withdrawal of CIF has been mitigated by the increase in Members Community Allocation funding, the introduction of two Highways Funds and with a phased reduction in funding over the last year. In 2017/18 CIF was reduced from £750,000 to £238,000, although during this period only committed funds were processed and no new grant funding was awarded.

Buckinghamshire and Surrey Trading Standards

No equality impact from proposed budget savings.

Surrey Coroner Service

No equality impact from proposed budget savings.

Cultural Services

- Adult Community Learning

No equality impact from proposed budget savings.

- Registration and Nationality Service

No equality impact from proposed budget savings.

- Surrey Heritage

No equality impact from proposed budget savings.

- Surrey Libraries

i) Performing Arts Library (PAL)

The Service is currently proposing two options for PAL:

Option 1: Relocate the collection split between music and drama to other SCC libraries.

Option 2: Relocate the collection to a partner organisation beyond SCC management and ownership.

Either option may result in users needing to travel a greater distance and/or to a less accessible location to obtain the service offer previously received, which may incur greater cost, inconvenience and time. This may have a negative impact on the following protected groups: 'Age', 'Disability', 'Pregnancy & Maternity', and 'Carers'.

However, the transition to either of the options may also have the reverse positive impact with the result that users need to travel a shorter distance to a more accessible location to obtain the service offer previously received, which may incur less cost, inconvenience and time. This may have a greater positive impact for those from the following protected groups: 'Age', 'Disability', 'Pregnancy & Maternity', 'Sex', and 'Carers'.

The relocation with either option may also result in staff needing to travel a greater distance and/or to a less accessible location for employment, or to obtain alternative employment, which may be more difficult, incur greater cost, inconvenience and time. This may have a negative impact on the following protected groups: 'Age', 'Disability', 'Pregnancy & Maternity', and 'Carers'.

Similarly to the above impact for users the transition to either option may result in the reverse positive impact regarding location with staff travelling a shorter distance to a more accessible location which may incur less cost, inconvenience and time. This may have a greater positive impact for those from the following protected groups: 'Disability', 'Pregnancy & Maternity', and 'Carers'.

ii) Branch Network

Surrey Libraries is considering a change to the operational model for delivery within the existing branch network which would introduce the following:

1. Community Supported Library (CSL) Model with changes to staffing levels within the Category B and C Network and increased opportunities for volunteering.
2. Reduction of the frontline offer through a reallocation of the Library categorisation system.

The introduction of Community Supported Libraries would reduce staffing of libraries limiting user access to trained professional librarians in the areas where this change in service offer is to be made. The category reallocation would reduce the service offer at designated libraries. Both proposals would have a potential negative impact on the following equality groups as they (or by association) represent a greater proportion of the library users: 'Age' (children and young people and older people), 'Pregnancy & Maternity', 'Sex' (females). The need to travel further to access a level of service offer previously provided would have a potential negative impact on the following

additional equality groups: 'Disability', 'Carers'. Users with mental health issues may also be more prone to be affected by a change their local service arrangements.

The proposals also make available fewer hours of employed work. Staff may therefore find it difficult to retrain or find alternative employment and may need to travel further incurring greater expense of time and money. There is the potential negative impact on the following equality groups: 'Age' (older people), 'Disability' (physical & mental health), 'Pregnancy & Maternity', and 'Carers'. Staff with mental health issues may also be more prone to be affected by a change in their working arrangements.

An increase in volunteering opportunities may have a positive impact on those with limited availability who would like to volunteer, for example those with babies or young children or carers.

A public engagement programme is currently in planning to assist in the development of proposals and identify priorities for future service delivery.

- **Surrey Arts**

Currently music services for young people in challenging circumstances are provided by the charity Rhythmix. The proposed change is a move away from 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 would 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 we would hope to ensure that the quality of service provision matches or improves upon that which is currently delivered.

Arts are also planning to expand the service and income through a new focus on encouraging adult pupils for instrumental and vocal tuition. This has the potential to have a positive impact on the 'Age' equality group as the opportunity to benefit from tuition will be extended to adults and older people.

7. Surrey Fire and Rescue

A savings target of £800,000 has been allocated to be achieved through reviewing fire cover arrangements within the Woking and Surrey Heath areas and the effects of the workforce reform work underway. This will be subject to modelling, consultation and Cabinet decision.

£561,000 of savings is planned to be achieved through changes to middle management, the outcomes from a review of 'Mobilising' and more flexible, demand led ways of working across the Service.

In addition a saving of £400,000 has been applied to reflect cost savings following reductions in employer pension contribution rates following changes to the national firefighter pension schemes.

The Service's comprehensive Equality 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

8

Included services: Customer 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 2018/19.

Customer Services will deliver £165,000 savings in 2018/19. Two of the savings plans will require a full Equality Impact Assessment as negative impacts have been identified. Savings proposals include promoting online and other self-service options to access services and moving away from telephone mediated contact, changes to staffing, and a review of how appointments are managed for the Registrations Service.

Strategy and Performance will deliver £140,000 savings in 2018/19 with no expected impact to service provision through reductions to: 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 £149,000 savings in 2018/19. The savings will be made by reductions in paid for activity and by prioritising campaigns and activity that support the corporate strategy. The service will make greater use of social media and digital channels. When agreeing any new activity, the service 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 deliver savings by managing vacancies in the Service. There are not expected to be any impacts on service delivery or staff.

Democratic Services will make savings by encouraging Members and officers to reduce the use of paper for Council meetings, such as select committees, and save on stationery. There will be no impact on service provision.

There are no savings from the Strategic Leadership planned for 2018/19, and subsequently no equality impacts to assess.

Customer Services	Saving	Impact	Rationale
Stop appointment bookings	£105,000	Negative	Proposals are focused on increasing the number of self-service options for customers who wish to book appointments with the Registrations Service. Customers will no longer be able to book appointments to register a birth via the contact centre – they will be required to book online. Marriage and ceremony appointments can still be booked via a telephone call to the contact centre, but customers will be rerouted to the new registrations ceremony line once this is operational. There are no current plans to

			<p>withdraw the death appointments booking service</p> <p>These proposals are likely to affect those people who are digitally excluded, particularly some older people, who may have issues with self-service because of certain disabilities, and people who speak English as a second language may find it difficult to follow the online instructions.</p> <p>Proposals to mitigate impacts include:</p> <ul style="list-style-type: none"> • With the exception of birth registrations, customers can still call the contact centre for support with other types of appointments. • A discrete telephone-mediated service for vulnerable people unable to use self-service, even after guidance and instruction; • Training will be provided to contact centre staff to help them identify vulnerable customers and provide support where required.
Reduction in Management Team Costs	£25,000	No impacts	This saving will be realised through restructure. There are no anticipated impacts that will disadvantage residents or staff from protected groups.
Channel Shift	£25,000	Negative	Migrating services away from telephone-based contact to online and other channels will primarily affect residents who rely on the telephone to contact the Council. Channel shift is likely to affect those people who are digitally excluded, particularly some older people, who may have issues with self-service because of certain disabilities, and people who speak English as a second language may find it difficult to follow the online

			instructions. Proposals to mitigate impacts include: <ul style="list-style-type: none"> • A discrete telephone-mediated service for vulnerable people unable to use self-service, even after guidance and instruction; • Training will be provided to contact centre staff to help them identify vulnerable customers and provide support where required.
Reduce web and digital	£10,000	No impacts	This saving will be realised through the natural turnover of staff. There are no anticipated impacts that will disadvantage residents or staff from protected groups.
Strategy and Performance			
Re-prioritising vacancies and re-distributing tasks	£140,000	No impacts	Deletion of vacant posts and removing from base budget.
Legal Services			
Rationalisation of posts	£142,000	No impacts	Legal Services will make savings by managing vacancies as they arise. There are no expected impacts on service provision.
Democratic Services			
Members allowances pension scheme withdrawal	£300,000	No impacts	Savings will be realised through adjustments to budgets and greater use of technology for Member meetings. No equality impacts are expected for service provision.
Restructuring	£122,000		
Modern Council	£22,000		
Voluntary sector reduction	£22,000		
Communications			
Restructuring and reducing external spend	£149,000	No impacts	Savings from paid for activity and staffing.
TOTAL (may not sum due to rounding)	£1,062,000		