

# Appendix 9: Budget equalities analysis

Lambeth Council is committed to promoting equal opportunity and to tackling disadvantage and social exclusion and has embedded these considerations through the Borough Plan. In these challenging times this is more, not less, important that we strive to support the most vulnerable and reduce inequalities.

This appendix sets out:

- An assessment of the potential equalities impact of the 2017/18 savings proposals on residents sharing the protected characteristics, as outlined in the Equality Act 2010 and those characteristics recognised in our local equalities policy; and
- An explanation of how these impacts will be monitored and mitigated going forward, including as part of the delivery of the borough plan.
- It constitutes the equalities analysis for the Revenue & Capital Budget 2016/17 report

## 1. Our approach to equality impact in assessing our 2017/2018 savings proposals

### Scope of this assessment

This assessment identifies those areas where there is a risk that individual changes resulting from the 2017/18-2019/20 proposals considered as part of the budget setting process may have an equality impact upon particular groups within our local population that are recognised by law and local policy as having protected characteristics. It is important to note that our approach for assessing the equalities impact of savings proposals is an on-going process. At this stage the analysis is indicative and as individual proposals are further developed and implemented they will be subject to further assessment. This analysis also sets out mitigating actions that will need to be considered as decisions are being made about the savings proposals.

### Our legal duties

Prior to April 2011 public authorities, like Lambeth Council were under a legal duty to have due regard to the need to eliminate discrimination and promote equality with regard to race, disability and gender, including gender reassignment, as well as to promote good race relations. In April 2011 the Equality Act 2010 introduced a new public sector duty which extends the protected characteristics covered by the public sector equality duty to include age, sexual orientation, pregnancy and maternity, and religion or belief.

Section 149 Equality Act 2010 requires public bodies to have **due regard** to the need to:

- **eliminate unlawful discrimination**, harassment, victimisation and any other conduct prohibited by the Act;
- **advance equality of opportunity** between people who share a protected characteristic and people who do not share it; and
- **foster good relations** between people who share a protected characteristic and people who do not share it.

Having **due regard** means consciously thinking about the three aims of the Equality Duty as part of the process of decision-making. This means that decision makers must be able to evidence that they have taken into account any impact of the proposals under consideration on people who share the protected characteristics before decisions are taken – this includes decisions relating to how they act as employers; how they develop, evaluate and review policy; how they design, deliver and evaluate services, and how they commission and procure from others.

In the context of major reductions being required we have therefore endeavoured to ensure that:

- The process followed to assess the equality impact of financial proposals is robust; and
- The impact financial proposals could have on equality groups is thoroughly considered before any decisions are arrived at.

By law as assessment must:

- Contain sufficient information to enable a public authority to show it has paid “due regard” to the equalities duties in its decision-making; and
- Identify methods for mitigating or avoiding any adverse impact

Our approach to ensuring equality impacts are considered as part of financial decision making is therefore designed to demonstrate that the Council has proper regard to these aims, in accordance with its statutory equality duties. It seeks to ensure that even in this time of economic challenges the substantial savings are identified and delivered in a balanced and sustainable way.

## **Our Approach**

‘Future Lambeth: Our borough plan’ 2016-2021 sets out the council and our partners’ vision and priorities for the next five years. To achieve these aims the borough plan identifies three strategic priorities that all partners will work towards in order to make Lambeth a stronger, fairer and more prosperous borough. These are: inclusive growth; reducing inequality; and, building strong and sustainable neighbourhoods.

Reducing inequality is central to ‘Future Lambeth’, our Borough Plan for 2016-21. Our equalities priorities are informed by councillor led analysis which sought to understand the nature of inequality in Lambeth, and resulted in the report ‘Inequality in Lambeth’. This set out to describe those population groups in Lambeth who were experiencing the negative impacts of inequality, and who were unlikely to be able to use the opportunities created by economic growth to improve their prospects without support. These groups are as follows:

1. Children in poverty with a focus on those who are homeless or living in temporary accommodation, families living in poverty where children are subject to some sort of social care intervention, families where there is a young person who has been convicted of a criminal offence, families living in poverty where there is a disabled adult or child and young people from these families not in education, employment or training.
2. Long-term low pay, with a focus on those living in the private rented sector (who have been more exposed to rising housing costs and the impact of welfare reform), and on those groups who are most likely to be low paid.
3. Long-term unemployed, with a focus on families with children, people from ethnic minority backgrounds, have disabilities including mental health issues and be older working age.
4. Multiple-complex needs. This group is made up of residents with the most significant multiple and complex health and social care needs, and includes not just those who are already in receipt of support from adult social care services, but also those who for various reasons are not, but who have significant need nonetheless. This group will also include the carers of those with multiple-complex needs.

Across this plan, we have set ourselves goals to reduce inequality and improve the life chances of these four priority groups. London is part of a global economy, and we recognise there are limits to the extent to which we can affect overall economic inequality, but we believe that by focusing our efforts collectively as a partnership, we can improve equality of opportunity and seek to narrow the gap in key areas, such as health, employment and education, between different population groups.

Our equalities objectives are therefore embedded throughout this plan. However, we have identified five outcomes that we think are particularly important. These are:

- Make sure that all children in Lambeth get the best start in their educations and working lives, and that their transitions between different life stages are as successful as possible.
- Reduce inequality of education, training and employment outcomes for children, young people and adults from different backgrounds.
- Maintain socially mixed communities in Lambeth by building homes of all tenures
- Prevent homelessness, placing people in suitable, affordable, permanent homes as quickly as possible.
- Improve health and wellbeing for all, and ensure it has improved fastest for those communities with poorest health and wellbeing

The borough plan sets out the challenges Lambeth faces in achieving each of these goals, and also identifies how these targets will be tracked through to 2021 through our performance framework. The development of the Borough Plan and development of budget proposals have informed each other. Closer alignment of plan outcomes and the budget will be part of the business planning process from 2017/18.

Equalities objectives have been integrated into the outcomes framework and as part of the Borough Plan's implementation plan we will need clear plans for how we achieve our equalities objectives, how they will be measured, monitored and reviewed.

### **Budget Equality Analysis Approach**

We have taken a risk based approach to analysis of equalities impacts of budget proposals. This has involved identifying those proposals that appear to have equalities relevance, and the groups potentially disproportionately impacted (compared to overall Lambeth population). As the proposals have developed they have been screened for potential impacts on those with protected characteristics (race, sex, disability, religion or belief, sexual orientation, pregnancy and maternity, and age), and on non-statutory equalities considerations that Lambeth includes in its equalities analysis; language, socio-economic and health and social wellbeing.

As the budget proposals have been developed, officers have provided equalities analysis to identify potential risks and mitigations. This has been shared, discussed and developed with decision-makers and senior officers. Each proposal will have an accompanying Equalities Impact Analysis (EIAs) to provide analysis of the potential equality impacts of each budget proposal and where relevant suggest or recommend the appropriate mitigations which will be published prior to the implementation of any proposed change. Analysis presented here is based on the detail included in budget proposals, combined with conversations with lead officers to explore potential equalities impacts in more detail where necessary.

As it has developed, we have taken analysis to cabinet to inform discussions and decision making as part of the budget development process. Detailed proposals and our analysis will also be reviewed by our Corporate Equalities Panel.

## **2. Evidencing what matters most to local people**

Looking at data on satisfaction and what matters to different groups of residents, is one way of understanding the issues that affect them and the potential impact of proposed changes.

### **Perceptions of the Council**

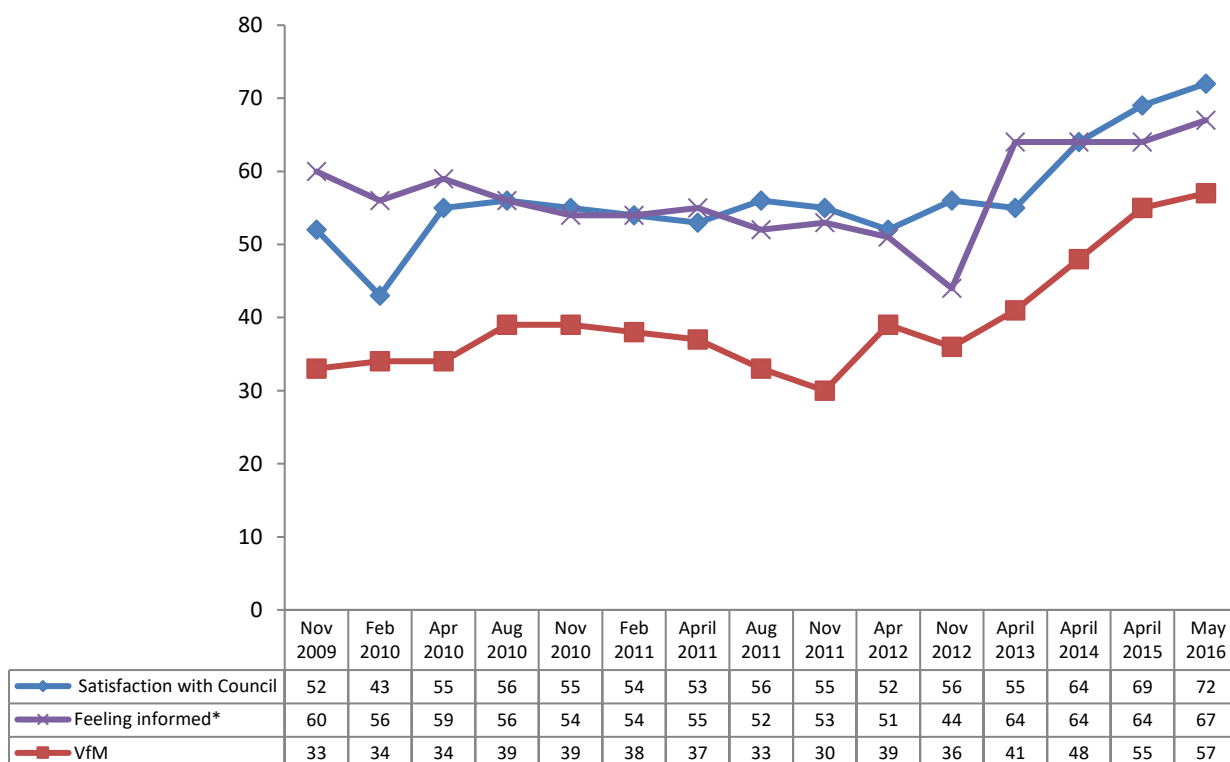
Despite the budget reductions over the last few years, satisfaction with the council continues to rise (now standing at 72% compared to 69% in 2015) and the proportion of adults feeling that the council provides value for money (57%) continues to improve and has reached the highest levels recorded (2016 residents' survey). Residents are highly satisfied with their local area as a place to live (87%) and just over two thirds feel more informed about the council (67%). This is extremely positive given the scale of the cuts already implemented and demonstrates the impact the council is having.

**Figure 1: Perceptions of Lambeth Council**

Q2 .Taking everything into account, how satisfied or dissatisfied are you with the way Lambeth Council runs things? (valid responses)

Q3.To what extent do you agree or disagree that Lambeth Council provides value for money? (valid responses)

Q4. How well do you think Lambeth Council keeps residents informed about the services and benefits it provides? (all responses)



Base: Q2 and Q3 all valid responses, excluding 'don't know,' Q4 all respondents (bases vary)

However, there are some differences in satisfaction between different groups of residents by equality characteristic. High satisfaction with the council appears to be associated with the younger (i.e. under 34) and some ethnic groups (Asian, Other and White Other), whilst women, working age and retirement age, and Black residents are more likely to be dissatisfied than residents overall (17%). Older working age people age 45-54 and 55-64 are also less likely to feel that the council provides value for money compared to residents overall.

**Table 1: Residents who are more satisfied or dissatisfied with the way the council runs things**

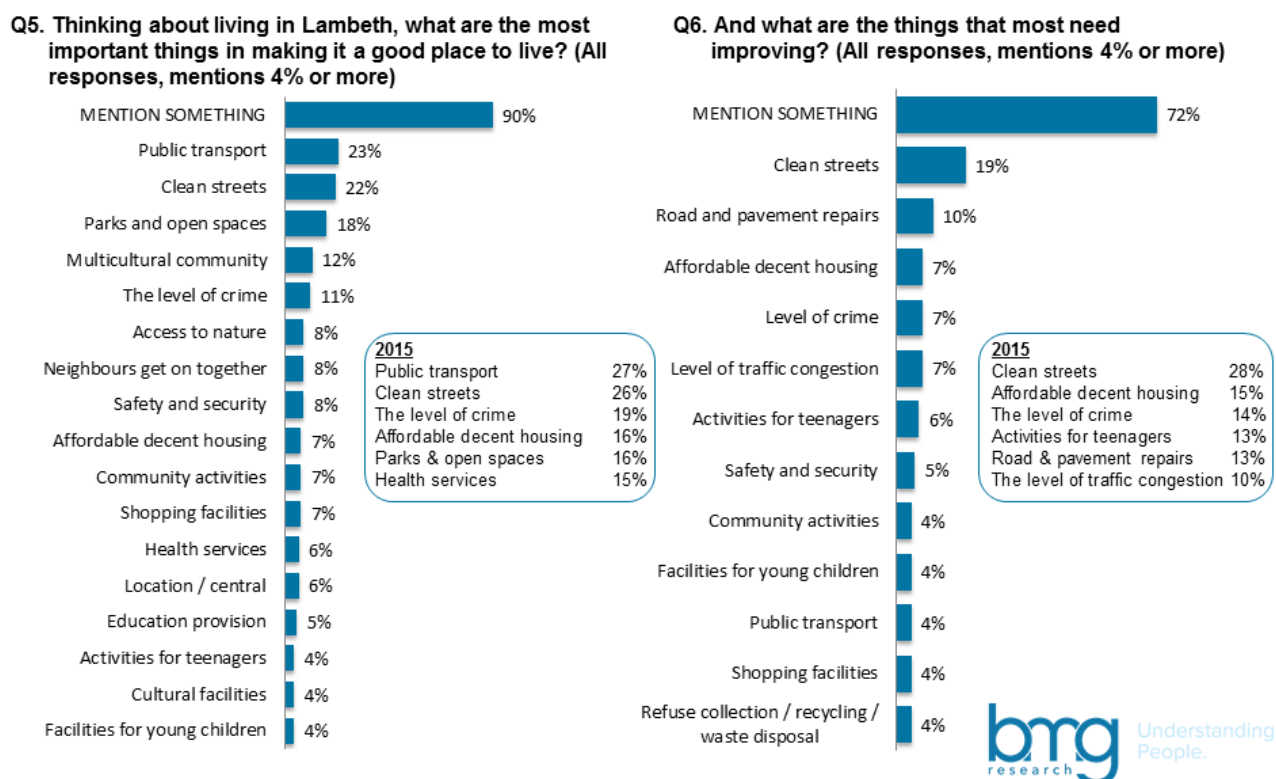
More likely to be <b>satisfied</b> with the way Lambeth Council runs things
<b>Overall (72%)</b> Those aged 18-24 (83%) and 25-34 (76%) Asian (82%) , Other (85%) and White Other (79%) ethnic groups Those who rent privately (82%)

More likely to be <b>dissatisfied</b> with the way Lambeth Council runs things
<b>Overall (17%)</b> Women (20%) Those aged 45-54 (24%) and those 65+ (24%) Black residents (24%) Owner occupiers and (20%) and social renters (20%) Those who have lived in the borough 10 years or more (21%)

## Local priorities

The Council has a strong commitment to listening to resident priorities, and using this to inform how we, and partners, make decisions. Residents are clear about what makes Lambeth a good place to live, and also where they want to see improvements. Public transport (mentioned by 23%), clean streets (22%) and parks and open spaces (18%) are the aspects seen as most important in making Lambeth a good place to live. Of these, clean street was also mentioned as a top priority for improvement (with 19% expressing this view).

**Figure 2: Most important things in making Lambeth a good place to live and what most needs improving**



Slide 13 Unweighted Base: 1042

Base: All respondents, May 2016 (1,042), May 2015 (1,238)

### **3. Potential equalities impacts of individual budget proposals**

#### **Methodology**

The proposals analysed in this report have been taken from Consolidated Savings Proposals 2017/18-2019/20.

The analysis in this report is subject to change in response to alterations to any of the individual proposals. The table below summarises the relevance to equality of each proposal, and the potential impact on groups sharing the protected characteristics, as identified through equality analysis.

## 2017-18-2019/20 Budget equalities analysis: Shortlist of higher risk proposals

Proposal title	Type of saving	Change proposed	Scale of savings £,000 2017-20	Protected characteristics potentially disproportionately affected	Potential impacts (positive and negative), justifications and mitigations
Supporting people proposals (A&PH005-011)	Service change	Reduction in number of bed spaces (by 92) for vulnerable adults, loss of specialist substance misuse scheme.	770	Socio-economic, sex, disability, race, age	<p>The reduction in supported housing is considered to have a potential negative impact as current service users may need to be rehoused within the adult pathway provision, potentially in non-specialist accommodation.</p> <p>The loss of service capacity may result in housing pathways becoming blocked because of reduced opportunities for move-on. Potential risk of increased demand for temporary accommodation.</p> <p>The reduced service capacity of the Safer Streets team may potentially impact an increase in rough sleeping, begging and street based anti-social behaviour.</p> <p>The removal of the onsite substance misuse programme may lead to less engagement with services and an increase in re-offending.</p> <p>The impact will be mitigated by the council supporting providers and all referrals, acceptances, move on (planned and unplanned) being monitored to understand impact of the savings.</p>



Proposal title	Type of saving	Change proposed	Scale of savings £,000 2017-20	Protected characteristics potentially disproportionately affected	Potential impacts (positive and negative), justifications and mitigations
Lambeth Move On team (A&PH013)	Efficiency-staffing	Reduction in funding to internal PRS move on team.	85	Socio-economic, sex, disability, race.	<p>The reduced funding and capacity of the Move On team which is responsible for sourcing accommodation in the Private Rented Sector and referrals via the Vulnerable Adults Pathway (VAP) and Young Persons Pathway (YPP) may negatively impact vulnerable clients requiring support whilst in and moving on from their supported housing.</p> <p>This loss of capacity may mean housing pathways become blocked because there are reduced opportunities for move-on. The ability of Lambeth Housing to make referrals for vulnerable clients who are homeless and require support to maintain their accommodation may be affected.</p> <p>The impact will be mitigated by the council supporting providers and monitoring potential impact.</p> <p>The responsibility for move on could be placed on providers however there are potential implications around capacity given funding reductions.</p>
Reducing domiciliary care packages in integrated disabilities (adult	Efficiency-Non staffing	Review of all domiciliary support packages and reducing spend where possible	100	Age, disability, socio-economic	The review of packages may have a negative impact. People living at home and in extra care environments may be offered alternative support (including use of assistive technologies and specialist equipment) instead of existing care

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social care) (A&PH005)					<p>packages. There will be an increased emphasis on prevention.</p> <p>There is a risk that complaints and legal challenge are possible.</p> <p>Any impact will be mitigated by all assessments being compliant with Care Act eligibility criteria.</p>
Care and support packages to children with disabilities (CHN-006)	Efficiency- Non staffing	Service is integrated into a single delivery model, that would operate in accordance to the level of need e.g. low, medium and high, thus providing a more flexible service arrangement	257	Age, disability, socio-economic	<p>Some service users could potentially lose entitlement to some support.</p> <p>Work is taking place to embed across all teams a more consistent approach to assessment, planning and decision making. It is proposed that: • a panel should review all high cost packages, making decisions on the basis of assessed need, • more effective use of commissioned short break provision is made</p> <p>A single delivery model is intended to target support in accordance with need.</p> <p>Any negative impact will be mitigated by:</p> <ul style="list-style-type: none"> <li>• The use of decision making matrices and practice which ensures that care packages are tailored to meet needs.</li> <li>• Engagement with parent/carers and in overseeing the reviews of commissioned</li> </ul>

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					<p>services to ensure that they fully understand the processes involved.</p> <ul style="list-style-type: none"> <li>• Parents and carers will be individually involved in the assessments and drawing up of care and support plans for their children. They will also be informed of any changes to packages of care at the point of their child/children's service review.</li> <li>• Cases will be assessed and reviewed to ensure that they clearly identify the needs of the child.</li> </ul>
Children's Centre Cluster Model (CHN-001)	Service change	The move to a cluster model which takes account as far as possible of the geographical proximity of centres, alignment to health localities, and alignment to school clusters and federations. The intention is to allow for greater integration with the Healthy Child Programme for children aged 0-5 as well as the delivery of targeted services and support for children with needs at tier 2 and their families.	967	Age, socio-economic, ESOL, disability, race, sex	<p>There is a risk that the reduction in services could potentially negatively impact children and their families (particularly mothers) who access them most.</p> <p>Impacts will be better understood once the cluster model has been developed following consultation.</p> <p>It is intended that the cluster model will ensure that each area of the borough has access to children's centre services however, families may need to travel further to access services. Some families may also be less aware of services. A minimum offer at each site will be specified and families will retain access to services</p>

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					<p>Options for prioritising and charging for services are being explored via the engagement programme. Charging is not likely to substantially add to funding but may support some activities and enable parents to feel that they are contributing. A donation model is parents preferred option.</p> <p>Any negative impact will be mitigated by effective targeted communication about services and their location. Further mitigation will be through the Big Lottery Better Start Programme (Lambeth Early Action Partnership – LEAP) which will support a higher level of delivery of evidence based and innovative programmes for 0-3 years in 4 wards of the borough: Coldharbour, Tulse Hill, Vassall and Stockwell, the areas of greatest need.</p>
Youth and Play (CHN-016)	Other	End of grant funding and earlier introduction of financial savings.	1,463	Age, socio-economic	<p>There will be a temporary impact on service users at the phase 3 sites while new providers are sought. These sites are the only ones to be devolved without a revenue budget however there has been interest from potential providers based on the offer of a lease at peppercorn rent.</p> <p>The temporary closure of youth and play sites will be mitigated by clear communication signposting parents to alternative nearby provision.</p>

Proposal title	Type of saving	Change proposed	Scale of savings £,000 2017-20	Protected characteristics potentially disproportionately affected	Potential impacts (positive and negative), justifications and mitigations
Early Years Quality Improvement and School Improvement (CHN-009)	Income	Teams dealing with children with additional needs will be reduced. There will also be a reduction in its capacity to trade with early years providers.	25	Age, disability, socio-economic, race, sex	<p>The reduction in service capacity may have a potential negative impact on services for children supported by these services. This may impact the ability of nurseries/childminders to provide high quality care, with a potentially pronounced impact on residents with protected characteristics listed in the previous column.</p> <p>However, the scale of saving is very small and the expectation is that any impact would reflect this.</p> <p>We will mitigate this potential impact through targeted advertising / careful marketing.</p>
School improvement Increase in Trading (CHN-012)	Income	Further trading of the core school improvement service which includes Governor support and training as well as CPD offer to schools will generate savings.	25	Age, disability, socio-economic, race, sex	<p>There is a potential risk that vulnerable schools/settings won't buy-in services resulting in improvement areas not being identified as early as would have been the case previously. This will potentially have a negative impact on school performance and pupil attainment. However, scale of saving is very small and expectation is that impacts would reflect this.</p> <p>Any impact will be mitigated by ensuring schools and governors are made aware of the need for regular external review. A new offer of school advisory support will be made available to schools and settings and promoted via the Lambeth School Services website including an enhanced offer from</p>

Proposal title	Type of saving	Change proposed	Scale of savings £,000 2017-20	Protected characteristics potentially disproportionately affected	Potential impacts (positive and negative), justifications and mitigations
					Governor services, school improvement and SEN Teams.
Community safety - savings (N&G-012)	Income	Development of a range of increased service income targets (as part of the transition towards self-sustaining services) and a reduction in management costs. Greater focus on licencing.	200	Socio-economic, disability, race, age, ESOL	<p>The increased emphasis on income generating activity, may result in less focus on some aspects of work. There is a risk that the effectiveness of the neighbourhood teams in dealing with vulnerable victims and ASB casework will be impacted.</p> <p>Any potential negative impact will be mitigated as part of the development of the Community Safeguarding service plan. The service plan will identify future service priorities and highlight existing activity which may be reduced or deprioritised - the new service plan / business model would also require an equalities impact assessment. Any interdependencies, risks and operational impacts on partners will need careful assessment and appropriate consultation.</p>
Community Sports and Healthy Lifestyle grant funded only (N&G-017)	Other	Team redesigned to operate with external grant funding and by securing external commissions (from Public Health or other body). To consider alternative operating models.	200	Race, sex	<p>A reduction in team capacity may negatively impact the delivery of the Active Lambeth strategy.</p> <p>This proposal removes capacity for community sports club development. Only sports activity through GLL Leisure contract and other externally funded activities will be delivered. In terms of equalities impacts, the service is currently targeted at priority groups including girls and BME whose</p>

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					<p>participation in sports and physical activity is below the Lambeth/National average.</p> <p>We will mitigate any negative impact by closer working with public health colleagues around health with a focus on prevention. Current consideration to include an element of community sports work as part of the new leisure contract from 2022. Encourage groups to apply for Endowment fund through LCF and other regimes. Seek to access external funding and commission VCS and other organisations as providers.</p>
Close Popes Rd Toilet (N&G-023)	Service change	Closing the toilet will provide a net saving of £60k to address overspend. Current proposal to introduce charges to bring back within budget envelope.	60	Age, disability, sex maternity	<p>This closure has a potentially negative impact on older and disabled people, women and parents of young children.</p> <p>This potential impact will be mitigated by working with BIDS to encourage businesses to offer access to conveniences free of charge. There will be consideration of new provision through the central Brixton Master plan/redevelopment.</p> <p>The issuing of fixed penalty notices for anti-social behaviour will also mitigate a potential negative impact. BIDs to invest in increase street washing to reflect night time economy.</p>

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Garden waste (N&G-028)	Income	Increase garden waste fees to £60 per annum from £45.	50	Socio-economic	The increase in garden waste fees could have a potential impact for low income groups, for whom cost of extra charging may be more difficult to meet. Data to be gathered to enable further analysis of the potential impact.
Parking CPZ Phase 1 (Myatts and Brixton Hill) (N&G-030)	Income	Implementation of a controlled parking zone in Myatts and Brixton Hill.	300	Socio-economic, disability	<p>Potential impacts to be explored as part of consultation, but proposals more likely to negatively affect those groups who are more reliant on cars and less able to meet cost of charges (low income residents, disabled people, some older residents).</p> <p>Mitigation will be carried out as part of a feasibility study to measure the capacity and demand of the parking pressures in the affected areas.</p>
Extensions to Parking CPZ Phases 2-4 based on demand from residents (N&G-031)	Income	Implementation of a controlled parking zone in the south of the Borough.	1,000	Socio-economic, disability	<p>Potential impacts to be explored as part of consultation, but proposals more likely to negatively affect low income residents and disabled people.</p> <p>A feasibility study has been carried out to measure the capacity and demand of the parking pressures in the affected areas. This will inform mitigation activity.</p>



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Fees and Charges Review of Parking fees (N&G-032)	Income	A review of all parking charges to charge diesel vehicles more due to the effects on air quality	150	Socio-economic	Impact difficult to accurately assess at this stage, but potential impacts for residents on low income who will be negatively affected by charging and may be less able to purchase new vehicles to avoid charging.  Mitigations to be developed as part of the review process.
LED CMS System (N&G-033)	Efficiency- Non staffing	10% reduction in the energy costs for street lighting - achieved through a combination of reducing the light and switching lights off in the early hours of the morning where no lighting is required.	50	Age, sex, disability, race	More potentially negative impact on those groups with greater fear of crime/for whom more lighting lends to sense of security.  Mitigation will be developed based on a risk assessment carried out as part of the project delivery to where lighting might be reduced and the appetite for reduced lighting at particular locations.
Reduction in funding for debt advice provided through the Lambeth Advice Network (N&G-037)	Efficiency- Non staffing	Saving would reduce the value of the contracts by over two thirds and leave £115k funding for advice services. This would mean either the closure of the One Lambeth Advice service with funding only available for a small number of advice drop-in sessions to be targeted at benefit advice; or the continuation of the One Lambeth Advice service but with no	250	Socio-economic, sex, disability, race, age	The reduction in service capacity may have a negative impact on residents who will be unable to access advice about welfare benefits.  Residents in financial difficulty may see a worsening of their financial situations in the absence of advice, with knock on effects for their health and wellbeing. Collection of Council Tax and Rent may be at risk as residents with financial difficulties will have no access to local debt advice.

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		casework advice services available to refer residents to.			<p>Potential negative impacts will be mitigated by delaying savings to allow VCS organisations affected to seek other funding. This will also provide time for officers to look for external funding that might be able to contribute to the borough's advice offer.</p> <p>Continuing the contribution from the HRA to advice services will help boost the resources that are available and enable the advice service offer to include One Lambeth Advice and a limited element of benefit advice. Further funding may also be sought from Housing Associations.</p>
Council Tax Support changes (£0-2m) (CI-002)	Service change	<p>Funding for the CTS scheme has been incorporated in the council's overall Settlement Funding Assessment (SFA), it is assumed that the funding available will decrease in line with the council's overall budget reductions.</p> <p>A number of 'technical changes' which other authorities have incorporated in their local schemes would be consulted upon. This could reduce the cost of the scheme by up to £1m per annum.</p>	1300	Socio-economic, age, race, sex	<p>Potentially negative impact on low income group working age residents affected for whom CTS will form a greater % of their household income. Pensioners are protected by statute to a cost of £1m, while Lambeth's bespoke protections cost £700k.</p> <p>Work has been undertaken to forecast the impact of these changes on different households. Risks will be mitigated through the council's Income and Debt Policy interventions which support people on low income, with financial management needs. The council has also reviewed its council tax recovery methods so they are tailored to individual circumstances.</p>

Proposal title	Type of saving	Change proposed	Scale of savings £,000 2017-20	Protected characteristics potentially disproportionately affected	Potential impacts (positive and negative), justifications and mitigations
Health Improvement (A&PH-041)	Efficiency Non-staffing	<p>This is an amalgamation of £1091k savings around</p> <ul style="list-style-type: none"> <li>• LEIPS</li> <li>• Primary Care</li> <li>• Smoking cessation</li> </ul> <p>The savings in this area will be delivered through redesigning and re-commissioning services to create a more integrated adult health and wellbeing improvement service which incorporates stop smoking functions, evidence based weight management, physical activity and early intervention services, including NHS Health Checks and active signposting to informal and community support including working with Local Care Networks</p>	1091	Age, socio-economic, race, health and wellbeing, disability, maternity	<p>The impact may be felt amongst more socio-economically deprived groups who are at higher risk and suffer more ill health and premature death.</p> <p>This will be mitigated by the move towards an integrated, population health level approach offering the most efficient use of the reduced resources to achieve the best possible public health outcomes, whilst ensuring health inequalities are addressed by targeting key populations that are at greater risk.</p> <p>GP Federations will be worked with on data and contract management, case finding, operation of Call and Recall to enable further efficiencies and their overall oversight and leadership of this model.</p>
Sexual Health (A&PH-042)	Efficiency- Non staffing	<p>Reduction in Adolescent service provision by £2619k. This includes young people's sexual health and substance misuse services.</p> <p>The bulk of the savings in this area will be generated from (i) the introduction during 17/18 of a new</p>	2619	Age, sex, race, health and wellbeing.	<p>Service reduction in this area may result in an increase in STIs, teenage pregnancies and substance misuse.</p> <p>Potential impacts will be mitigated by:</p> <ul style="list-style-type: none"> <li>• the new holistic service enabling young people to access services in one place</li> </ul>

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		<p>pricing mechanism for genito-urinary and reproductive sexual health services called the Integrated Sexual Health Tariff (ISHT), (ii) new specs and contracts for clinic-based services which improve/change pathways and (iii) channel shift of testing activity from more expensive clinics into cheaper e-services</p> <p>Lowering the cost of the treatment of neuro-cognitive disorders in people with HIV and improved HIV care and support services</p> <p>Competitive re-commissioning will take place to achieve an effective new integrated and holistic service.</p>			<ul style="list-style-type: none"> <li>• Effective communications, staff training and the continuation of PSHE presence in school curriculums.</li> <li>• Lambeth becoming part of the London Sexual Health Transformation Project that is managing the process of introducing the new specs/contracts and the ISHT across London in an effort to manage growing spend while maintaining outcomes and appropriate levels of activity.</li> <li>• localising and lowering the cost of the treatment of neuro-cognitive disorders in people with HIV and improved HIV care and support services</li> <li>• Savings in spend on testing and contraception through our primary care offer around sexual health means residents will benefit from a full year effect of changes already made in 16/17 to HIV care and support services.</li> </ul> <p>Local clinical providers (GSTT and KCH) have been very involved in developing the tariff and are supportive of its use.</p>
Substance Misuse (A&PH-043)	Efficiency- Non staffing	The bulk of the savings in this area are coming from reductions in the contract value of the Integrated	1159	Age, socio-economic, race, disability, health and wellbeing.	Services are accessed by some of the borough's most vulnerable populations including single homeless people and offenders. There are high levels of drug and alcohol abuse in the borough

Proposal title	Type of saving	Change proposed	Scale of savings £,000 2017-20	Protected characteristics potentially disproportionately affected	Potential impacts (positive and negative), justifications and mitigations
		<p>Treatment Consortium over the three year extension period.</p> <p>Additional smaller savings:</p> <ul style="list-style-type: none"> <li>• removing some of the specialist and peripatetic support going into hostels</li> <li>• mainstreaming access to benefits</li> <li>• ending some non-recurrent staffing spend</li> <li>• reorganising the after care service and rehab offer to reduce costs and some reductions in the spend in primary care prescribing/needle exchange.</li> </ul>			<p>and substance misuse is a significant factor in child safeguarding and homelessness issues. Therefore reduction in this service area could have a pronounced impact on these groups.</p> <p>This will be mitigated by providers being supported to achieve cost reductions e.g. The removal of some of the specialist and peripatetic support going into hostels will see providers supported to improve staff competencies; effective partnership working to improve multi-agency work and work with GP federations around the impact on primary care compacts.</p> <p>Work with SLaM and partners in the Integrated Treatment Consortium (ITC) will help reconfigure pathways and redesign service delivery.</p>
Offending (A&PH-044)	Service change	To reduce Public Health investment to offender services which are designed to reduce re-offending, to improve health and reduce social harm linked to drug and alcohol by 42% - (£678k reduced to £400k by 18/19)	278	<i>Age, socio-economic, race</i>	Savings generated through de-commissioning the small 1 day programme run by Blenheim at Latch House, residents and reviewing and reshaping current targeted offending services residents may be impacted by the loss of a substance misuse and reduced capacity and support for offender management. Reduced IOM funding will reduce capacity and support offered within the Integrated Offender Management service to prolific offenders

Proposal title	Type of saving	Change proposed	Scale of savings £,000 2017-20	Protected characteristics potentially disproportionately affected	Potential impacts (positive and negative), justifications and mitigations
		<p>Review and reshape current targeted offending services to reduce capacity and support.</p> <p>Programmes affected:</p> <ul style="list-style-type: none"> <li>• Latch Day – decommission current day programme housed within Latch House</li> <li>• Integrated Offender Management (IOM) – reduced funding reducing capacity and support</li> <li>• Assessment and Referral – remodelling to provide a smaller offer</li> </ul>			<p>and assessment and referral service remodelling will provide a smaller offer.</p> <p>Changes to Latch Day will be mitigated by off-site provision of supported accommodation and the re-commissioning in year 2 of a series of programmes; changes to IOM will be mitigated through service renegotiation and better coordination and links to other existing schemes; assessment and referral services remodelling will ensure a more focused offer delivered within the Integrated Treatment Consortium (ITC).</p> <p>Overall services will be better targeted at the most vulnerable offenders for continued support while reducing the service offer overall. Integrated service would be more beneficial to the service user providing a more integrated service user journey.</p>

Proposal title	Type of saving	Change proposed	Scale of savings £,000 2017-20	Protected characteristics potentially disproportionately affected	Potential impacts (positive and negative), justifications and mitigations
Childrens (A&PH-046)	Efficiency-Non staffing	<p>Reduction in Healthy Child services by £2136k.</p> <p>A range of re-commissioning activity contributing to savings in this area including (i) reducing the spend on directly commissioned health education services in schools in favour of a co-ordinating approach which ensures existing work in schools is more effective, (ii) redesigning school nursing service with a 10% funding reduction, (iii) developing a new Early Years Integrated Pathway (as part of the national Healthy Child Programme) to achieve fuller integration with Children's Centre and in line with the Primary Care Improvement programme so that efficiencies can be achieved, (iv) a re-commissioning exercise undertaken over the next 12 months to create improved pathways and enable a holistic adolescent service offer around health (sexual health, substance misuse, healthy lifestyle) to be created with a reduced funding</p>	2136	<i>Age, socio-economic, race, health and wellbeing.</i>	<p>Reducing the spend on directly commissioned health education services in schools, school nursing service, combining budgets around child obesity, breastfeeding and community nutrition could potentially negatively impact primary and secondary pupils who require CAMHS and PSHE support.</p> <p>These savings will be mitigated by the redesign of a better school nursing; co-ordinating an approach which ensures existing work in schools is more effective; developing a new EY integrated pathway and aligning/combining budgets around child obesity, breastfeeding and community nutrition to develop an effective new model.</p>

Proposal title	Type of saving	Change proposed	Scale of savings £,000 2017-20	Protected characteristics potentially disproportionately affected	Potential impacts (positive and negative), justifications and mitigations
		<p>envelope impacting on capacity so we will need to ensure that the new service is better targeted on those most at risk and (v) aligning/combining budgets around child obesity, breastfeeding and community nutrition services so as to re-commission a new model.</p>			



The things that residents identify as being the top things that make Lambeth a good place to live- public transport, clean streets and parks and open spaces (2016 Resident's Survey) – are relatively unaffected by these budget savings proposals. However, whilst these results are a helpful guide to what things residents feel makes Lambeth a good borough to live in, it does not tell us what their current service priorities are. However, evidence from previous surveys (2014 Resident's Survey) tells us that residents prioritise all social services, support for disabled residents, weekly waste collection, youth and children's services. On the back of these findings we have been able to protect these services in the past, but further budget savings imposed upon us mean that some of these services are now subject to budget reductions, with implications for service delivery, as with our children's centres and support for disabled residents.

This analysis identifies those groups, by protected characteristic, who may experience negative impact as a result the changes proposed under the next three years. These impacts may not be evenly distributed: some equalities groups are more likely to use local public services than others, and so cuts to public services will disproportionately affect them. However, these reductions need to be seen alongside the commitments that we, as a borough for whom equality is a key priority, to using those resources we have to narrowing the gap between different groups of residents. We also need to recognise that many of residents will not fall into a single equality group, but have multiple equality characteristics and so may also be multiply impacted.

Based on our analysis of the savings proposals and their predicted impacts, the equality groups most affected are: **socio-economic; age (children and young people); disability; sex; race; and, health and wellbeing**. For example:

- The Supporting People, substance misuse and offending proposals entail service reductions and efficiencies which is likely to impact some of our most vulnerable residents, who are more likely to be men on low incomes with multiple and complex needs including mental health issues. Residents accessing this support are more likely to be BAME.
- Proposals relating to domiciliary care, children with disabilities may impact disabled children and adults, many of whom are likely to be on low incomes and have health issues. Disabled people, who are also more likely to feel unsafe, may also be particularly affected by community safety proposals.
- The introduction of charging for some services, reduction in debt advice and reduction in Council Tax Support to some residents may impact residents on low incomes, from BAME backgrounds and in lone parent families.
- Proposed changes to Children's Centres, Youth and Play provision and public health proposals have potential to impact children and young people, their primary carers and wider families, with loss of access to services more likely to be pronounced for low income, BAME and female residents, as well as those for whom English is another language.

However, a range of planned mitigations are in place to reduce the impact of these proposals, including greater targeting of services on those in greatest need, re-commissioning of services, partnership working and service redesign.

Although the analysis shows certain groups, such as married/civil partnerships, LGBT and faith communities, as not being disproportionately impacted by the proposals we concede that this may merely reflect the fact that data on these communities is currently limited and as such makes determining the impact on these groups problematic. The council is currently developing its equality monitoring policy which is intended to improve the quality of profiling and segmentation data in 2017/18 and beyond.

The new Borough Plan 2016-2021 implementation will be a channel through which we can pursue our PSED, using our remaining resources and aligning the activity and resources across the borough to

achieve our equalities objectives. The next section outlines how we will use it, and the work of the Equality Commission will seek to direct remaining resources so that they are targeted at narrowing the gap.

#### **4. Delivering our the Borough Plan and equalities objectives**

##### **Achieving the outcomes set out in the Borough Plan**

The significant budget reductions necessary between now and 2020 mean that some services will necessarily be reduced, with a range of potential equalities impacts. Looking at our priority equality outcomes, those potentially impacted by the budget proposals are:

- Make sure that all children in Lambeth get the best start in their educations and working lives, and that their transitions between different life stages are as successful as possible (related to Children's Centres proposals)
- Prevent homelessness, placing people in suitable, affordable, permanent homes as quickly as possible (related to Supporting People proposals)
- Improve health and wellbeing for all, and ensure it has improved fastest for those communities with poorest health and wellbeing (related to Supporting People proposals, Public Health proposals)

However, there are a range of ways in which can mitigate these impacts and achieve the outcomes set out in the Borough Plan: through commissioning, Borough Plan implementation and the work of Lambeth's Equality Commission.

Our approach to analysing equalities impacts should help commissioners to understand the potential impact across the equalities groups and to use the re-commissioning process to mitigate, where possible, any potential adverse impact that the reductions could make. This allows the council to be more targeted in the use of its remaining resources to ensure we are helping those most in need to achieve better outcomes. At this stage, the proposals are high level and there will be opportunities to develop them and the appropriate mitigation with residents.

In addition, we are currently in the process of developing our plans for delivering the Borough Plan, and these will be finalised in time for the start of the new budget year. As part of this process we will identify those areas, within existing resource, where we need to refocus our activity to achieve those goals we have set out for different areas. Our approach to doing this will be informed by evidence and insight from consultation, existing strategy and by building on and further developing our work with our partners.

As part of this work we will be establishing baselines for borough plan delivery and developing a SMART targets to measure our progress in delivering our objectives, and will monitor these at regular intervals. We propose that Lambeth's Corporate EIA panel should have review and comment on progress against the five equality outcomes identified in the borough plan as being of greatest importance. Ways in which the impact of service change on our ability delivering our equality objectives and outcomes as set out in the borough plan can be monitored will also be explored as part of current review of organisational equalities processes and practice.

Finally, a key aim of Lambeth's Equality Commission, which will run between now and April 2017, is to focus on key areas of inequality and to develop well evidenced and practical recommendations for how we can work with partners to address these, helping to strengthen and accelerate work undertaken as part of Borough Plan implementation.

##### **Borough Plan Equality Objectives impacted by savings**

Equality objectives regarding children getting the best start in their life and are well prepared for life stage transitions and reducing inequalities of education, training and employment outcomes may be impacted by proposals relevant to children's centre cluster model, youth and play, early years quality improvement and school improvement and healthy child services. Any negative impact has sufficient mitigation in place as

described in the budget equalities analysis table. With regards to equality objectives relevant to maintaining socially mixed communities in Lambeth by building homes of all tenures and preventing homelessness, placing people in suitable, affordable, permanent homes quickly, there is potential impact by savings proposals relevant to council tax support and Supporting People. Again appropriate mitigation is in place as described in the budget equalities analysis table.

## **5. Analysis of the cumulative equalities impact**

Previous equalities analysis of budget proposals (2011-12/2016-17) identified that the following groups had been cumulatively and disproportionately affected over several budget years:

- Financially vulnerable
- Disabled
- Children and young people
- Older people
- BAME residents

There is significant overlap between these groups and some of the groups which our own in-depth analysis of those groups for whom inequalities are widening over the past five years. These were:

- Households with children and young people living in poverty
- Residents in low paid employment
- Long term unemployed residents
- Residents with complex support needs and their carers

Based on the analysis of the savings proposals and their predicted impacts, many of the same groups are impacted, with the exception of older people, for whom relatively few of the proposals have clear impacts at this stage. We have also identified, as with some previous years, that women are likely to be impacted by many of the proposals relating to children and young people's services, and debt advice. However, the analysis has shown that the re-commissioning process will be used to mitigate this impact where possible, and we will also seek to mitigate these impacts as part of borough plan delivery and via the Lambeth Equality Commission.

Although the analysis shows certain groups, such as married/civil partnerships, LGBT and faith communities, as not being disproportionately impacted by the proposals we concede that this may merely reflect the fact that data on these communities is currently limited and as such makes determining the impact on these groups problematic. The council is currently developing its equality monitoring policy which is intended to improve the quality of profiling and segmentation data in 2017/18 and beyond.

### **Impacts on staff**

Analysis on staff impact will be conducted through the usual staffing Equality Impact Assessment process, as these proposals are developed in more detail. The cumulative impact of the proposed changes on staff is captured in the annual staff cumulative impact assessment, which is reviewed by the equalities board and the corporate EIA panel and published at the end of each financial year.

## **Summary and conclusion**

Our approach involves building equality considerations into budgetary allocations at strategic and at programme level. In these challenging times this is more not less important, as we look to support the most vulnerable and reduce inequality.

## **Key points to note public concerns**

Public transport, clean streets and parks and open spaces were identified as the top things that make Lambeth a good place to live in the 2016 Resident's Survey. Clean streets was also identified as an area for improvement. These issues are unlikely to be little affected by the budget proposals considered in this analysis. However, whilst these results are a helpful guide to what residents feel makes Lambeth a good borough to live, it does not tell us what their current service priorities are. However, evidence from previous surveys (2014 Resident's Survey) tells us that residents prioritise all social services, support for disabled residents, weekly waste collection, youth and children's services. On the back of these findings we have been able to protect these services in the past, but further budget savings imposed upon us mean that some of these services are now subject to budget reductions, with implications for service delivery, as with our children's centres.

More of the proposed reductions may have a negative effect on residents with protected characteristics than has previously been the case. Many of the proposals seek to address this by targeting preventative services that focus on supporting these groups in more innovative and collaborative ways. In other cases proposals entail service reductions and recognise that this may result in unmet need.

## **Key points to note about Lambeth's overall approach to mitigating impacts:**

In 2010 we became a Cooperative Council, and later as a partnership, committed to being a cooperative borough. This means we will work together with citizens, and look to give them greater control and influence over the decisions that affect their lives. Our cooperative principles mean we will make the most of their assets, focusing on the change they want to see, and working together to achieve these outcomes. In the face of reducing financial resources, we know we need to cooperate closely with our citizens to prioritise resources and find new and creative solutions to long standing challenges.

We are developing a programme to consult with citizens, including equality groups, on the budget proposals as they are developed in more detail. This will help us to take account of the potential impact of the proposals on these groups, and to mitigate these impacts where possible.

The new borough plan 2016-2021 has been developed by the partnership of public, private and third sector organisations in the borough. Engagement and wide consultation with partners, stakeholders and residents has already begun with the Future Lambeth conference on 10 October. We intend to further draw on the wide range of insight and experience available in the borough through an online consultation to find out what activity and organisations are doing to contribute to our goals and what else needs to be done. As part of this we need to engage civic society in the borough as well as residents around underlying budget situation and changes. We need to explain why change is happening and how this change protects the objectives of the borough plan.

## **Next steps**

There will be ongoing development of a budget equalities tracker to monitor development of proposals, risk and mitigations. Completion of EIAs will enable further equalities analysis later on.

More detailed analysis of potential risks and identified mitigations, will incorporate information from EIAs as it becomes available.

This approach will give more opportunities for members to input into the recommendations which will be implemented alongside the savings proposals. It is important to note that our approach for assessing the equalities impact of savings proposals is an on-going process which underpins commissioning. At this stage the analysis is indicative and as individual proposals are further developed and implemented they will be subject to further assessment.