



CABINET

7.30 pm	Wednesday 20 January 2016	Council Chamber - Town Hall
----------------	--------------------------------------	--

Members 9: Quorum 5

Councillor Roger Ramsey (Leader of the Council), Chairman

	Cabinet Member responsibility:
Councillor Damian White	Housing
Councillor Robert Benham	Environment
Councillor Wendy Brice-Thompson	Adult Social Services and Health
Councillor Meg Davis	Children and Learning
Councillor Osman Dervish	Regulatory Services and Community Safety
Councillor Melvin Wallace	Culture and Community Engagement
Councillor Clarence Barrett	Financial Management
Councillor Ron Ower	Housing Company Development and OneSource Management

Andrew Beesley
Committee Administration Manager

For information about the meeting please contact:
Grant Soderberg tel: 01708 433091
e-mail: grant.soderberg@onesource.co.uk



Please note that this meeting will be webcast.
Members of the public who do not wish to appear
in the webcast will be able to sit in the balcony,
which is not in camera range.

Protocol for members of the public wishing to report on meetings of the London Borough of Havering

Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

Reporting means:-

- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.

AGENDA

1 ANNOUNCEMENTS

On behalf of the Chairman, there will be an announcement about the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

2 APOLOGIES FOR ABSENCE

(if any) - receive

3 DISCLOSURES INTEREST

Members are invited to disclose any interests in any of the items on the agenda at this point of the meeting. Members may still disclose a pecuniary interest in an item at any time prior to the consideration of the matter.

4 MINUTES (Pages 1 - 10)

To approve as a correct record the minutes of the meeting held on 16 December 2015, and to authorise the Chairman to sign them.

5 THE COUNCIL'S FINANCIAL STRATEGY (Pages 11 - 240)

6 DE-COMMISSIONING NON-MANDATED PUBLIC HEALTH SERVICES CURRENTLY FUNDED BY THE COUNCIL'S RING FENCED PUBLIC HEALTH GRANT (Pages 241 - 246)

7 SERVICE REVIEW OF THE HAVERING COMMUNITY MEALS SERVICE (Pages 247 - 306)

This page is intentionally left blank



MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Wednesday, 16 December 2015
(7.30 - 8.30 pm)

Present:

	Cabinet Member responsibility:
Councillor Damian White (Vice-Chair, in the Chair)	Housing
Councillor Robert Benham	Environment
Councillor Wendy Brice-Thompson	Adult Social Services and Health
Councillor Meg Davis	Children and Learning
Councillor Osman Dervish	Regulatory Services and Community Safety
Councillor Melvin Wallace	Culture and Community Engagement
Councillor Clarence Barrett	Financial Management
Councillor Ron Ower	Housing Company Development and OneSource Management

Apologies were received for the absence of Councillor Roger Ramsey.

Councillors Ray Morgon, David Durant, Keith Darvill, Stephanie Nunn, Barry Mugglestone, Ray Best, Joshua Chapman and Jody Ganly (for part of the meeting) also attended.

There were no members of the press or public present.

Unless otherwise indicated, all decisions were agreed unanimously with no Member voting against.

29 **MINUTES**

The minutes of the meeting held on 18 November 2015 were agreed as a correct record and were signed by the Chairman.

30 THE COUNCIL'S FINANCIAL STRATEGY

Councillor Damian White, Deputy Leader of the Council, introduced the report

Cabinet was reminded that when the Chancellor of the Exchequer presented his Autumn Statement to the House of Commons on 25 November 2015 it built on the previous announcements made in the Summer Budget and provided details of the spending reductions facing government departments for the next parliament. In the second term of office, the Chancellor was planning far deeper cuts than in any other major economy with Local Government at the forefront of any reductions.

The Local Government Financial Settlement (LGFS) was expected to be announced during the week commencing 14 December at which point the implications for Havering's financial strategy would be considered further. It was planned that a detailed report would be presented to Cabinet on 20 January setting out the implications for Havering.

Reasons for the Decision

It was essential that the Council's financial strategy took due account of Government plans and any other material factors where these were likely to have an impact on the Council's financial position. The report represented a further significant step in developing the Council's budget strategy for the next three years and reflected the expected continued Government approach of reduced levels of funding.

Other options considered:

None. The Constitution requires this as a step towards setting the Council's budget.

Cabinet:

1. **Noted** the Government's announcements affecting Local Government as set out in the Autumn Statement.
2. **Noted** that a more detailed report would be made to Cabinet in January 2016 following the publication of the Local Government Financial Settlement for 2016/17.
3. **Noted** that Councils would be permitted to increase Council Tax levels by up to 2% to meet the increasing costs of Adult Social Care.
4. **Agreed** to extend the budget consultation exercise to include consideration of an additional Council Tax increase of up to 2% for Adult Social Care.

31 **PROPERTY DISPOSALS**

Councillor Damian White, Deputy Leader of the Council, introduced the report

Cabinet was reminded that on various occasions its approval had been given to the disposal of a number of Council owned sites which had been identified as surplus either as a result of specific projects or more general property reviews carried out by Strategic Property Services.

Because the Council had pursued a policy of selling surplus sites for many years it was becoming more difficult to identify new sites for disposal which did not pose challenges either technically or in terms of planning and especially in respect of objections to disposal which arose in many cases. Constant and on-going appraisal of property assets to identify disposal opportunities nonetheless remains a requirement for all local authorities and at Havering it was essential in providing capital receipts to fund spending to support and enhance Council services.

The report before members identified further sites that did not appear to meet the Council's approved criteria for property ownership and therefore needed to be considered as being appropriate for disposal.

Reasons for the decision:

The Council should regularly review assets to ensure that they met the requirements of the Asset Management Plan and made the best possible contribution to the aims of the Council.

Other options considered:

The only other option immediately available would be to not sell these sites. They are considered to be surplus to the Council's requirements and retaining them may not maximise their contribution to the Council's aims.

Cabinet:

- 1 Declared as surplus the freehold interest in the properties listed in the report and **authorised** their disposal and **authorised** the Head of Property in consultation with the Director of Legal & Governance, oneSource to deal with all matters arising including the appropriation for planning purposes and thereafter to complete the disposals.
 - Land at Logan Mews, Romford
 - 38 Regarth Avenue, Romford
 - 1 and 3 Widcombe Close, Harold Hill
- 2 (a) **Agreed** to declare surplus and dispose of the freehold interest in the properties listed below and **authorised** adverts to be placed in a local newspaper in order to comply with the statutory requirements relevant to the proposed disposal of

open space under Sections 122 and 123 of the Local Government Act 1972 and for the appropriation of open space for planning purposes.

- Land at Hubbards Chase, Emerson Park
- Land adjacent to Tweed Way Hall, Rise Park
- Land adjoining former Whitworth Centre, Harold Hill
- Land at Priory Road, Harold Hill
- Land at Rainham Road, Hornchurch

(b) **Agreed** that any representations made in response to these advertisements be formally considered and in the event that disposal of land was confirmed, **authorised** the Head of Property in consultation with the Director of Legal & Governance, oneSource to deal with all matters arising and thereafter to complete the disposals.

- 3 **Authorised** the land at Wingletye Lane as shown on the plan within Appendix 1 to the report be made available for public recreational use subject to the usual park byelaws and subject to the land at Hubbards Chase proceeding to disposal.

32 ATTESTATION OF PARKS PROTECTION OFFICERS

Councillor Melvin Wallace, Cabinet member for Culture and Community Engagement, introduced the report

Cabinet was informed that the report before it sought a decision on whether to attest of the permanent Parks Protection Officers. Attestation would provide the Officers with the same powers as Police officers and would allow them to better deal with the more serious incidents that could arise in parks and open spaces.

All current Parks Protection Team officers have had previous experience in policing and were either formerly trained by the Metropolitan Police or as parks police constables. Further supplementary training - as changes of legislation arose - would be arranged with West London Parks Police, a much larger parks police service.

Reasons for the decision:

To more effectively deal with the more serious incidents that could arise in the borough's parks and open spaces.

Other options considered:

The option of not proceeding with attesting the Parks Protection Officers was considered but rejected on the grounds that a number of different types of serious incidents in parks and open spaces could not be addressed unless the officers had attestation powers.

Cabinet:

1. **Authorised** the permanent members of the Parks Protection Team to be attested and secure the same powers as police officers, but only to be exercised within the boundaries of Havering's parks and open spaces.
2. **Authorised** the permanent members of the Parks Protection Team to use batons but only in self-defence and in relation to dealing with dangerous animals.
3. **Authorised** the Parks Protection team to develop new partnership arrangements with the police service so that the more serious incidents which might occur in parks and open spaces were more effectively dealt with.
4. **Agreed** to receive a progress report once the attestation powers had been in place for a 12 month period.

33 HAVERING LOCAL PLAN UPDATE

Councillor Osman Dervish, Cabinet member for Regulatory Services and Community Safety, introduced the report

Cabinet was reminded that in December 2014 it had approved the preparation of a new Local Plan for Havering to replace the previous Local Development Framework and had agreed the consultation questionnaire for the first stage of the statutory consultation.

The report before Members provided an update on the progress of the Local Plan to date - particularly the considerable work that had been done to build a robust evidence base. It also sought Cabinet approval to publish an updated Local Development Scheme (LDS) which was a statutory document setting out the plans and policy documents that would be prepared and a timetable for their delivery.

The report also provided an update on recent changes to national policy for wind turbines and informed Cabinet on how this would be dealt with in the emerging Local Plan.

Reasons for the decision:

The decision to publish an up- to-date Local Development Scheme had been taken for the following reasons:

- An up- to- date Local Development Scheme was a statutory requirement under Section 15 of the Planning and Compulsory Purchase Act 2004 (PCPA) as amended
- The current Local Development Scheme did not reflect the latest timeframe for the preparation of the Local Plan
- The publication of an up-to-date LDS on the website reduced the number of telephone and email queries.

Other options considered:

The option of not publishing an up-to-date LDS was rejected as the current version was out-of-date and did not reflect the latest time-table for the preparation of the Local Plan.

Cabinet:

1. **Noted** the progress to date on the Havering Local Plan.
2. **Approved** the Local Development Scheme for publication (attached as Annex 1 to the report).
3. **Noted** the changes to national policy with regards to wind energy.

34 **CORPORATE PERFORMANCE REPORT QUARTER 2 (2015/16)**

Councillor Clarence Barrett, Cabinet member for Financial Management, introduced the report

The Corporate Performance Report before Cabinet provided an overview of the Council's performance for each of the strategic goals (Clean, Safe and Proud). The report identified where the Council was performing well (Green) and not so well (Amber and Red).

Where performance was more than the 'target tolerance' off the quarter target and the RAG rating was 'Red', 'Corrective Action' was included in the report. This highlighted what action the Council would take to address poor performance.

Also included in the report are Direction of Travel (DoT) columns, which compared:

Short-term performance – with the previous quarter (Quarter 1 2015/16)

Long-term performance – with the same time the previous year (Quarter 2 2014/15)

79 Corporate Performance Indicators had been measured this quarter. Of these, 77 had been given a RAG status. In summary:

55 (71%) had a RAG status of Green.

22 (29%) had a RAG status of Red or Amber.

The current levels of performance needed to be interpreted in the context of increasing demand on services across the Council. Also attached to the report (as Appendix 2) was a Demand Pressure Dashboard that illustrated the growing demands on Council services and the context that the performance levels set out in the report had been achieved within.

The feasibility of being able to achieve the targets associated with certain indicators (performance against which was RAG rated as “Red” for Quarter 2) was currently being reviewed in the context of the increasing levels of demand.

The outcomes of this review would be considered as part of the Council’s budget strategy as well as the corporate and service planning processes for next financial year, as additional budget and / or other resources would need to be allocated to these areas in order to improve their performance. The Council’s draft budget already recognised the demographic pressures illustrated at Appendix 2 however both the budget and / or the targets would be revised as necessary in light of the review of the level of additional resources required to achieve the targets as they were currently set.

Members were informed that in discussion with the Overview and Scrutiny Board and some of the Overview and Scrutiny Sub-Committees, consideration had recently been given to the current performance reporting arrangements and how they might be improved going forward.

Under the current arrangements, the quarterly and annual corporate performance reports were considered by the Cabinet first, then the Overview and Scrutiny Board and finally the various Overview and Scrutiny Sub-Committees. Depending on the meetings schedule in any given quarter, the whole cycle of reporting takes between four and seven months to complete.

Going forward, from the new financial year onwards, it was proposed that the quarterly and annual Corporate Performance Reports would be considered first by the individual overview and scrutiny sub-committees, then the Overview and Scrutiny Board and finally the Cabinet. This would allow the Overview and Scrutiny Board to maintain oversight of the value the individual committees were adding in monitoring and influencing performance and would also allow the Cabinet reports to reflect any actions or comments the overview and scrutiny committees might make to improve performance in highlighted areas.

Reasons for the decision:

To provide Cabinet Members with an update on the Council’s performance for each of the strategic goals (Clean, Safe and Proud).

Other options considered:

None appropriate.

Cabinet:

1. **Reviewed** the levels of performance set out in Appendix 1 to the report and the corrective action that was being taken, and **noted** the content of the Demand Pressures Dashboard attached as Appendix 2 to the report.

2. **Noted** and **approved** the proposed changes to the performance reporting arrangements from 2016/17.

35 **ROMFORD MARKET TRANSFORMATION PROGRAMME**

Councillor Robert Benham, Cabinet member for Environment, introduced the report

Cabinet was reminded that it had considered and agreed the Romford Market Transformation Programme report on 18 November. Cabinet was informed that this decision had subsequently been requisitioned and that on 8 December it had come before the Overview & Scrutiny Board where the requisition was upheld.

Cabinet was therefore invited to review its earlier decision in the light of the Board's findings and recommendations and to decide whether to accept those findings and as a consequence set aside its earlier decision or to proceed with the earlier decision and provide reasons for so doing.

Cabinet:

1. **Resolved** to proceed with its original decision of 18 November 2015 (see appendix attached) because:
 - Romford Market was a significant part of the Town's heritage and its survival was the reason that Cabinet members fully supported the new vision for it as presented to Cabinet in November.
 - Doing nothing was not an option. The borough's residents, visitors and traders deserved a market that was thriving and catered for their needs. There was a significant call for change and the November report had been presented in order to allow the Council to pursue this.
 - The November report had made clear that any investment of Council capital in the programme would be subject to the provision of more detailed information including a comprehensive and viable business plan.
 - Cabinet anticipated that further reports would come forward as the programme developed and Cabinet was desirous to have the input from Overview and Scrutiny in that process.
 - Both Cabinet and officers accepted that more detail would have been advantageous in the November report and accepted the Overview and Scrutiny Board's comments on that, but that report had been presented with the intention of providing the broad vision of the programme and of

securing the necessary funding ahead of detailed planning.

- The imperative was that the Council needed to act immediately to secure the funding from the London Regeneration Fund for the programme to commence.
- Cabinet remained committed to working with and supporting the traders of Romford Market and it was to pursue this policy that the November report had been submitted and accepted.

Appendix

Extract from Cabinet Minute 26 - 18 November 2015

Cabinet:

1. **Endorsed** the main proposals developed with the assistance of consultants 20:20 Ltd, as identified in section 4 of the report and tasked officers to progress implementation.
2. **Authorised** officers to engage with traders, retailers and partners in the delivery of the changes described in the report.
3. **Delegated** authority to the Group Director of Communities and Resources in consultation with the Cabinet Member for Environment to finalise the grant application for capital investment in the market to the Mayor of London's London Regeneration fund.
4. **Delegated** authority to the Cabinet Member for Environment and the Group Director of Communities and Resources to submit further funding applications (e.g. Veolia and HLF) or to other funding sources relating to the market and Market Place consistent with the programme outlined in the report.
5. **Noted** the appointment of architects to cost and develop full proposals for the physical development of the Market Place and to **recommend to Council** the allocation of £1m Council capital funding of the programme subject to securing sufficient match-funding from other sources subject to a business case being signed off by the Finance Business Partner and Group Director, Communities & Resources, in consultation with the Cabinet Member for Environment.
6. **Agreed** to utilise transformational funding to support the market transformation programme as part of the Council's 'invest to save' model and **authorised** the Group Director of

Communities and Resources to release funds accordingly, subject to both the Group Director and Finance Business Partner signing-off a business case in consultation with the Cabinet Member for Environment.

Chairman

CABINET
20 JANUARY 2016

Subject Heading:	The Council's Financial Strategy
Cabinet Member:	Cllr Roger Ramsey
CMT Lead:	Andrew Blake-Herbert Deputy Chief Executive - Communities and Resources
Report Author and contact details:	Mike Board Corporate Finance & Strategy Manager 01708 432217 mike.board@Onesource.co.uk
Policy context:	The Council is required to approve an annual budget and this report provides information relating to the Local Government Financial Settlement to enable Cabinet to make recommendations to Council in February 2016
Financial summary:	There are no specific financial issues; this report deals with the overall budget position and associated issues
Is this a Key Decision?	No
Is this a Strategic Decision?	No
When should this matter be reviewed?	February 2016
Reviewing OSC:	Scrutiny Board

The subject matter of this report deals with the following Council Objectives

- Havering will be clean and its environment will be cared for [X]
- People will be safe, in their homes and in the community [X]
- Residents will be proud to live in Havering [X]

SUMMARY

Cabinet received reports on the 4th November 2015 and the 16th December 2015 that provided an update on developments at the national level and the consequential impact on local government funding and set out information on the financial position within Havering.

The November report set out the Council's financial strategy to manage the implications of funding reductions and cost pressures over the next three years. It contained specific proposals which would enable the Council to set a balanced budget for 2016/17 and 2017/18 but would leave a shortfall of £2.4 m in 2018/19.

The December report provided some initial feedback on the Governments Autumn Statement and in particular sought the Cabinet's views on the proposal to give Councils the power to raise an additional 2% in Council Tax precept for the sole purposes of funding Adult Social Care.

This report updates Members on the Local Government Financial Settlement and the significant implications for the corporate budget and the proposed financial strategy for the coming year, the latest in year financial monitor and the proposed capital programme. As well as updating members on the outcome of the original budget consultation.

The provisional Local Government Financial Settlement has now been announced, and relevant details are included in this report, together with a summary of the key elements of the Autumn Budget Statement. Havering's financial strategy included provision for an expected reduction in Revenue Support Grant (RSG) over the next three years; however, the proposed reductions in Havering's grant settlement are much deeper than expected. The estimated shortfall in the three year financial strategy has increased from £2.4m to approximately £12.5m. Further changes in the strategy are required and will be considered as part of this and subsequent reports.

The report also sets out the Council's capital spending position.

RECOMMENDATIONS

That Cabinet:

1. **Note** the progress made to date with the development of the Council's budget for 2016/17 and the Council's likely intention to increase council tax by 1.97%, although no decisions will be taken until the February cabinet meeting.
2. **Note** that an additional 2% increase in Council Tax precept may be levied for the sole purpose of funding Adult Social Care pressures.
3. **Note** the outcome of the Autumn Budget Statement and the likely impact on local authorities.
4. **Note** the provisional local government financial settlement announcement, and that arising from the settlement, there are reductions in mainstream Government funding in 2016/17 of £10.8 m for Havering.
5. **Delegate** authority to the Cabinet Member for Adult Social Services and Health and the Leader to approve an annual spend plan for the Public Health grant.

6. **Delegate** to the Deputy Chief Executive - Children Adults and Housing to agree inflation rates with social care providers for 2016/17.
7. **Note** the financial position of the Council in the current year.
8. **Agree** the adjustments to the budget assumptions as set out in the table at paragraph 8 which give rise to an increase in the funding gap over a three year period 2016/17 to 2018/19.
9. **Note** the implications for the draft Capital programme for 2016/17.
10. **Agree** that any underspends from the Corporate Contingency Fund, the Transformation budget, and from any service revenue underspends, are allocated to the Strategic Reserve
11. **Note** the summary of the GLA's consultation budget and the expected date for the publication of the final proposals.
12. **Note** the outcome of the public consultation on the budget process.
13. **Recommend to Full Council** that the CTS Scheme 2016 is approved. (appendices D, E, F apply)
14. **Note** the progress on delivering the Voluntary Grants reductions (appendix G)

REPORT DETAIL

1. INTRODUCTION

- 1.1. Cabinet has previously received two reports on progress with the Corporate Budget, in November and December 2015. This report sets out the position in respect of developing the Council's budget for the coming financial year, the announcement of the Autumn Budget Statement, and the subsequent announcement of the local government financial settlement.
- 1.2. At the November meeting, Cabinet agreed an approach for managing its financial position over three years and establishing specific proposals designed to balance the Council's budget over that timeframe.
- 1.3. The approved financial strategy assumes an increase of 1.97% in Council Tax, although no decisions about Council tax levels will be made until the February Cabinet meeting. This proposal should be seen in the context of the overall financial strategy and the pressures faced by the Council to reduce expenditure and the consequential pressure on service priorities.
- 1.4. As reported to Cabinet in December the 2016/17 settlement enables Council's to levy an additional 2% precept in Council Tax specifically for the purposes of funding the increasing cost pressures in Adult Social Care.

- 1.5. The feedback from the original budget consultation is included in this report and the second consultation on the adult social care precept exercise will be included in the report to Cabinet on 10th February 2016.
- 1.6. The draft settlement has resulted in the Council losing approximately £10.8m of Central Government funding for 2016/17 which is approximately £5m more than that included within the draft budget. The impact on the strategy is discussed at paragraph 7 below.

2. THE AUTUMN BUDGET STATEMENT, THE SETTLEMENT AND GENERAL FINANCIAL PROSPECTS

Autumn Budget Statement (ABS)

- 2.1. The Chancellor of the Exchequer presented his Autumn Statement to the House of Commons on 25th November 2015. The ABS has had considerable national exposure since its announcement, through the national press and from various national organisations. The underlying message of deficit reduction continues; however the government plans of a surplus in its spending by 2019/20 still exists.
- 2.2. During the summer, the treasury consulted government departments on the ability to reduce department spend by up to 40%. It appears at this stage that savings around 29% will impact local government budgets. How this is distributed between local authorities for the rest of the parliament remains unclear. The announcement contained no details of cuts from 2016/17 however departmental spending for DCLG is estimated to drop from £11.5bn to £5.4bn. This directly affects the amount of RSG local authorities receive, however this excludes business rates which forms part of the Settlement Funding Allocation (SFA) and thus the 29% stated above. From face value, the reduction in funding appears to be more front-loaded than originally estimated however more will become known when further details are released.
- 2.3. The table below shows the extent of the cuts facing local government compared to other government departments.

	2015/16	2016/17	2017/18	2018/19	2019/20	%
Defence	27.2	27.8	28.5	29.2	30	10%
Home Office	10.3	10.7	10.6	10.6	10.6	3%
Health	111.6	115.6	118.7	121.3	124.1	11%
Work and Pensions	5.8	6.1	6.3	5.9	5.4	-7%
Education	53.6	54.5	55.5	56.4	57.1	7%
Business, Innovation & Skills	12.9	13.4	12.3	11.7	11.5	-11%
Justice	6.2	6.5	6.3	5.8	5.6	-10%
DCLG Local Government⁽¹⁾	11.5	9.6	7.4	6.1	5.4	-53%

(1) Figures include new money in relation to BCF

- 2.4. The key points of the ABS impacting on local government were as follows:
 - A new Adult Social Care precept of 2%
 - Changes to the New Homes Bonus Scheme.

- Reductions in Public Health funding.
- Extension of small business rate reliefs
- The transfer of un-ringfenced grants to the Settlement Funding Allocation
- Further funding for the Better Care fund
- A new apprenticeship levy.
- A new national funding formula for schools

Local Government Financial Settlement (LGFS)

- 2.5. Details of the provisional settlement were announced on 17th December 2015 with revised figures provided on the 23rd of December. The announcement provided authorities with a four year settlement however this does not include the change in business rates which will be consulted upon in the summer. Cabinet has been made aware, that the announcement is very late in the context of the Council's budget-setting process, for the fourth year running.
- 2.6. One significant change compared to previous years is the method of apportioning cuts. From 2016/17, the grant reduction will not only be based on a local authority's Settlement Funding Allocation, but also the amount of council tax it can generate. As a result those authorities who are more self-funded have seen a significant increase in cuts compared to those who are grant funded.
- 2.7. In a similar manner to the previous two years, the Government's headlines focus on comparative figures concerning a local authority's "revenue spending power" and as stated this is being used to base local authority cuts. Local authorities will face an average reduction in spending power of 2.8% (Havering's comparable is a decrease of 1.7%). These figures mask the actual change in mainstream revenue support grant, as they include assumptions of council taxbase increase, business rate yield, and inclusion of the 2% adult social care precept, and a 1.75% council tax increase.
- 2.8. The Local Government settlement funding for 2016/17 has been adjusted to £18,601bn, down from £21.249bn. This decreases to £14.5bn by 2019/20 thus only leaving £2.1bn left in RSG. With departments such as Education and Health protected the large majority of the cuts have hit local Government which can be seen in appendix A.
- 2.9. The consultation period for the LGFS runs until 15th January, a week prior to the Cabinet meeting where this report is being considered. It is anticipated that the final settlement will be announced around 2 weeks after consultation closes, in common with earlier years, though a definitive date has yet to be confirmed. This will potentially be too late for inclusion in the 11th February Cabinet report.

Havering's Settlement Funding Allocation

- 2.10. The provisional funding allocation is used to determine both Havering's Revenue Support Grant (RSG) and Business Rate Baseline (BRB). Havering's provisional allocation for 2016/17 is £52.52m compared to a 2015/16 equivalent of £63.33m. This is a reduction of £10.8m, although this is assuming Havering's business rates increase in line with government

expectations. Appendix B shows the reduction in Settlement Funding Allocation (SFA).

Table 1

	2015/16 £m's	2016/17 £m's	2017/18 £m's	2018/19 £m's	2019/20 £m's
Havering	63.3	52.5	44.5	40.0	35.6

- 2.11. The equivalent figures for RSG alone, which forms the core mainstream grant to the Council, shows a reduction from £32m in 2015/16 to £20.9m in 2016/17. The extent of the cuts increase further as by 2019/20, Havering's core grant will reduce to £1.3m. Any further reduction could result in Havering paying locally driven income back to government. Table 2 shows the reduction in RSG for Havering. Although in 17/18 onwards, it is estimated that Havering will receive £1.4m in RSG, it is highly likely once the business rates moves further to 100% retention that this will be completely removed and in later years, Havering having to pay funding over to central government.

Table 2

	2015/16 £m's	2016/17 £m's	2017/18 £m's	2018/19 £m's	2019/20 £m's
Havering	32.0	20.9	12.3	6.8	1.4

- 2.12. The reduction in core RSG grant is mainly due to the reductions placed on local authorities through the Autumn Statement; however there is a significant change to the apportionment of the cuts from 16/17. DCLG has changed the methodology in apportioning cuts that now includes an authority's ability to raise local income and as such, any authority who are self-funded are seeing a greater share of the cuts. Appendix B shows the distribution of cuts within London.
- 2.13. Havering's grant funding remains one of the lowest grant-per-head allocations despite being one of the largest boroughs in London with the highest proportion of elderly population, the fastest growing Children's population and the only London Borough which has seen an increase in the levels of deprivation. With the basis of calculation of RSG now effectively frozen until 2021, there is little prospect of any significant change in this position at least not in the short-term.

Business Rates

- 2.14. The local Government Financial Settlement also released details of Havering's Funding and Business Rate Baseline (BRB). The table below shows Havering's figures.

	2015/16 £m	2016/17 £m
Funding Baseline	31.365	31.627
Business Rates Baseline (BRB)	21.981	22.165
Top-up	9.384	9.462

- 2.15. Havering's actual yield will not be known until late January however it's expected that Havering's yield will be in line with the Business Rate Baseline

(BRB). Havering's assessment of business rates, verses its actual share of what is collected means that Havering receives a top up of approximately £9.4m.

- 2.16. There is still a large amount of uncertainty over the impact of appeals. Currently there are still several hundred outstanding appeals left with the valuation office which can date back to the last revaluation in 2010. Again, Havering has no influence on the valuation appeals process.
- 2.17. Within the announcements, government has reiterated its drive to promote 100% of business rates retention and as a result a consultation will commence on how this will be implemented in the summer of 2016. This will increase our retained yield but also have the following impact:
- Removal of RSG.
 - Reduction or removal of our top-up grant thus making business rate pooling unviable.
 - Additional burdens such as attendance allowance being transferred to local government.

Council Tax Base

- 2.18. The estimated base for next year has been set at 85,474. The calculation includes a reduction in the provision for bad debt and a significant increase in new properties since last year's tax base calculation. Further reduction in the number of people claiming council tax support has also contributed.
- 2.19. This is higher than previously assumed, and gives an increase of 2.8% in the tax base compared with the assumed level of 1%. This should result in an additional approximate £1.9m of income.

Unringfenced Grants

- 2.20. On the 17th of December, Government announced the provisional New Homes Bonus allocation which allocates Havering £6.9m. Along with this announcement, a technical consultation was released with regards to the long term future of the grant. It is proposed to cut the New Homes Bonus by £800m in order to partially fund increases in the Better Care Fund. As a result, Havering will not receive the same equivalent funding if and when the transfer occurs, as funding for the Better Care Fund is based on perceived deprivation indicators which do not allocate funding favourably to Havering. Although Havering is the only London borough with an increase in its deprivation factors, we would still be starting from a lower base. In addition the following other amendment to the New Homes Bonus are being proposed:
- Reduce the cumulative grant from 6 to 4 years.
 - Only making payments for delivery above a baseline representing deadweight.
 - Reducing payments for homes built on appeal.
 - Link the grant to the Local Plan with the view to withhold funding if no plan is in place.

- 2.21. As mentioned above, further funding has been made available for the Better Care Fund from 18/19, however only £700m of this will be new funding with the remainder coming from a reduction in New Homes Bonus. This mechanism of how this funding has been allocated has not been provided in detail, however it is based on perceived deprivation figures which again penalises Havering.
- 2.22. Other grants are seeing further reductions such as the Education Service Grant (ESG) and the housing benefit admin grant. The combined reduction from these grants creates additional pressure of approximately 380k; however it is expected that further announcements in grant allocations and reductions will follow in the coming weeks and some from April.

Overall Impact on Havering

- 2.23. The current funding system introduced with effect from April 2013 has, as Cabinet is aware, proved to be extremely complex, difficult to understand and interpret, and the fact that the announcement and the associated documentation were again released extremely late in the budget-setting process means setting a budget is becoming extremely difficult. This complexity is likely to continue over the next few years especially given the drive to localise 100% of business rates to local government along with an increase in responsibilities.
- 2.24. In broad terms, the settlement indicates a funding reduction of £10.8m in 2016/17 as reflected in Appendix B. This is higher than expected due to the change in how funding reductions are profiled and the impact this has on authorities who are significantly self-funded.
- 2.25. Although indicative settlement figures have been produced up until 2019/20, this is likely to change significantly over the next few years given the changes in business rates. When government first implemented retained business rates, Havering lost 410k in funding due to the mechanism that was used. Given the changes we have seen in funding methodology, apportionment of cuts, retention of business rates and potentially the 2017 revaluation we should be mindful of further reductions and lack of transparency moving forward.
- 2.26. It can be expected over the next few years, with the further drive towards the concept of authorities becoming self-funding that we should also expect that for any authority who gains too much in locally generated income against a government perceived target will be penalised via the redistribution of funding via business rates top-up and tariffs.
- 2.27. Havering's overall position compared with that of others can be seen in Appendix B, and a presentation on the changes will be given at the Overview and Scrutiny Board on the 4th February.

Dedicated Schools Grant & Schools Funding

- 2.29. Schools receive their delegated funding through a limited number of nationally prescribed formula factors. These factors include a basic amount per pupil, deprivation, special educational needs, English as an additional language and

a lump sum per school. Although the factors are nationally prescribed, local authorities apply their own values to the factors in consultation with their Schools Forums. In Havering, the balance of funding allocated through each factor is designed to provide as much stability as possible to school budgets. Any reductions to individual schools' budgets are limited to -1.5% per pupil by a national minimum funding guarantee. The Government announced in its Autumn Statement that a consultation would be launched in the new year on a national funding formula for implementation in 2017-18. The intention is to remove the inconsistencies in current per pupil funding between different local authorities.

2.30 The funding for schools and some central provision is funded through the Dedicated Schools Grant (DSG) in three main "blocks". These are Early Years, High Needs and Schools. There is a small additions block for the training of Newly Qualified Teachers.

2.31 The DSG allocations to LAs were announced on 17th December 2015. Havering's allocation is £198.249m compared to £196.164 in 2015-16. The increase is due to an increase in pupil numbers. The funding for each block compared with 2015-16 is set out below.

Year	Schools Block		Early Years Block		High Needs Block	Additions and cash floor	Total DSG
	GUF per pupil (£)	Allocation (£m)	GUF per pupil (£)	Allocation (£m)	Allocation (£m)	Allocation (£m)	Allocation (£m)
16-7	4,728.70	168.030	3,979.94	10.850	19.318	0.051	198.249
15-6	4,726.54	166.100	3,979.94	10.850	19.161	0.052	196.163

Notes:

1. All of the above figures are before recoupment by the DfE for pupils attending academies, non maintained special schools and post 16 special educational need provision.
2. The Early Years block will be recalculated based on the January 2016 and 2017 early years census.
3. The only funding remaining in the Additions block in 2016-17 is for the training of Newly Qualified Teachers.

2.32 Although the overall DSG is ring-fenced the blocks within it are not. Because of increasing demand and a funding model that does not keep pace with increasing costs, it is forecast that the High Needs Block will overspend by £1.4m in 2016-17. Following consultation with schools and the Schools Funding Forum it has been agreed to transfer £100k from the Early Years block and £1.3m from the Schools block into the High Needs block to mitigate the overspend.

2.33 The amount available for allocation to schools through the formula is after deducting an amount that is centrally retained for LA responsibilities such as: a contingency for supporting pupil growth and schools with falling rolls, school admissions administration, national licensing arrangements and the servicing of the schools funding forum. After consultation with schools the total amount agreed for central retention is £4.215m. The values to be applied to the formula factors for 2016-17 follow consultation with all schools and with the Schools Funding Forum and to fund the transfer of funding to the High Needs

block it has been agreed to reduce the basic per pupil funding factor by 0.5% per pupil. Since the last Schools Funding Forum meeting, however, there have been some late data changes received from the DfE in the reclassification of deprivation through the Income Deprivation Affecting Income Index (which is a factor used in the schools funding formula). This will require some remodelling of the formula distribution to schools and consultation with the Schools Funding Forum at their January meeting.

- 2.34 In addition to the funding provided to schools from the DSG, they receive additional funding through the Pupil Premium to address low attainment of pupils from low income families and areas of high deprivation. For financial year 2016-17, the Pupil Premium the rates are as follows:

Primary age pupils: £1,320

Secondary age pupils: £935

Looked After Children: £1,900

and children who:

- Have been looked after for 1 day or more
- Are adopted after leaving care
- Leave care under a Special Guardianship Order or a Residence Order.

Public Health

- 2.35 This function transferred to local authorities with effect from 1st April 2013. Havering's final funding allocation for 2015/16 was £10.3m and included an in year cut of £0.7m. A further cut is expected for 2016/17 although we are still awaiting confirmation of the final settlement. The funding allocated is a specific, ringfenced grant, and therefore these funds can only be expended for the purposes of public health services.
- 2.36 With this in mind, the draft spending plan will need be developed based upon the final 2016/17 grant allocation, subject to consultation with the Health & Wellbeing Board, with authority to approve the final plan being delegated to the Cabinet Member for Adult Social Services and Health and Value. Cabinet is therefore asked to agree this approach.

3 CONSULTATION

- 3.1 A budget consultation was launched following the approval of the financial strategy by Cabinet on 4 November 2015. Cabinet considered a further report on 16th December 2015 at which point it was agreed to expand the consultation in order to seek feedback on the possibility of increasing Council Tax by up to 2% for the potential Adult Social Care precept.
- 3.2 The first consultation has closed and the overall response is as follows, and more detail can be seen at Appendix C, five questions were asked:
- 69% of respondents believe in the overall direction of the budget strategy.
 - 68% agree with limiting general household waste to 3 sacks, to protect weekly bin collection.

- Respondents top 3 or as it was joint top 4 service areas, are as follows in order:
 - Crime Reduction and Public Safety
 - Cleaning and Streets
 - Road and Pavement Repairs
 - Rubbish and Recycling
- Only 40% of respondents wanted to increase Council Tax further, although this will be considered further in the additional consultation.
- Analysis of the additional comments will follow in the February report

3.3 The consultation on the adult social care precept remains open at this time but the results will be known in time for the February Council Tax setting cycle.

4. CURRENT FINANCIAL POSITION

4.1 The previous reports to Cabinet included an update on the current financial position. The latest budget monitoring position for 2015-16 for period 7 is set out in the table below.

Directorate	Revised Budget	Forecast Outturn	Forecast Outturn Variance
	£'000	£'000	£'000
Communities & Resources	62,572	61,782	(791)
Public Health	(1,648)	(1,648)	0
Childrens, Adults & Housing	98,039	104,119	6,080
oneSource Non-Shared	343	(359)	(702)
Sub total	159,306	163,893	4,587
Contingency	1,865	1,865	0
Revenue Total	161,172	165,759	4,587
Dedicated Schools Budget	0	(0)	(0)
oneSource shared	4,678	4,678	0
Grand Total	165,849	170,436	4,587

- 4.2 As reported to Cabinet in November the forecast budget variance reflects significant and growing pressures in both Children's and Adult Social Care, and we are beginning to see an increase in homelessness in the Borough too. Over the course of the financial year, it has become increasingly clear that these pressures are on-going in nature, reflecting the scale of demographic change. These increased cost pressures will need to be funded from corporate contingencies and provisions in order to achieve a balanced budget for the current financial year and their on-going impact will need to be reflected in the future financial strategy.
- 4.3 These budgetary pressures are indicative of the increasing but unpredictable level of demand on services faced by the Council. Other Councils are facing similar pressures and there are increasing concerns at a national level regarding the adequacy of funding. Further consideration of the future funding requirements are discussed at paragraph 7 below.

5. OTHER KEY MATTERS

Impact of Inflation

- 5.1. As Cabinet will be aware, inflation levels have remained at their lowest point in many years. Pay increases in the public sector has been subject to a high level of scrutiny and restraint in recent years and it is clear that the Government expects a similar level of restraint in the future. With that in mind a provision for a 1% rise was included in the 2016/17 budget.
- 5.2. Provision is being made for increases in major contracted services. The proposed increases for contracted services – which mainly relate to contracts based on an RPI index – are broadly in line with that level, but subject to the specific circumstances applicable to each individual contract. For social care, negotiations are underway with providers, within the broad parameters set for the overall budget, and these are likely to be agreed prior to the start of the financial year. To enable these negotiations to progress, it is recommended that Cabinet delegates authority to the Deputy Chief Executive for Children, Adults and Housing to agree inflation rates with social care providers.
- 5.3. Fees & charges are to be increased in line with the draft financial strategy and a schedule of revised charges will be submitted to Cabinet in February as part of the budget setting cycle.

Interest Levels

- 5.4. Interest rates have remained at historic lows for some considerable time. The Council's budget strategy originally assumed that there would be a recovery in interest levels during 2016/17. The expectation of an increase in rates has receded and therefore the increase will be delayed until 2017/18.
- 5.5. There is no immediate sign of rates rising, although economic factors have continued to improve, suggesting there will inevitably at some point be a change in this position. As historic investments come to an end, the overall level of interest generated has fallen. Income targets have been achieved through prudent financial management of the Council's cash flow position rather than an increase in rates.

Concessionary Fares and Taxicard Scheme

- 5.6. This item has been a major factor in previous years. Havering's contribution to the freedom pass scheme currently stands at £8.053m. We are currently awaiting confirmation of the Council's contribution for 2016/17 and the final figures will be included in the Budget report. This area remains a financial risk to all London Boroughs as future rises could well be at a similar level, and therefore continues to be covered in the Council's longer term planning.
- 5.7. The Council's contribution to the London Taxicard scheme, which is also funded through London Councils, currently stands at £150k. The 2016/17 contribution level will be reflected in the final budget report.

Pension Fund

- 5.8. The difficulties experienced nationally by pension funds in general, and the Local Government Pension Fund in particular, have been well publicised. A variety of changes to the local government pension scheme were implemented in April 2014.
- 5.9. The level of contribution rates included in the financial strategy are those which were agreed with the actuary following the last triennial review. The next review will take place in 2016 with an implementation date of April 2017.

Levying Bodies

- 5.10. The levies are part of the Settlement and therefore need to be taken into account when setting the Havering element of the Council Tax. There are a number of levies, but the predominant levy relates to ELWA. The current overall levy budget is around £13.8 million, of which ELWA accounts for £13 million. At this stage, no account has been taken of any changes in the distribution of levies arising from the changes in Council Tax base referred to earlier in this report.

ELWA

- 5.11. Provision has broadly been made within the council's financial strategy for increases in the ELWA levy of £800k in 2016/17 and £1m per annum thereafter over the budget window the Council now operates.
- 5.12. At this stage, whilst officers are awaiting the final budget report, which is subject to deliberations by ELWA, the forecast levy has been included as part of the overall budget build process. At the point at which ELWA approves its final budget, due account will need to be taken of this in the Council's own budget setting process.

Other Bodies

- 5.13. Of the remaining levying bodies, for planning purposes, a prudent approach has been taken to the level of increase that might be expected, pending notification of the planned rises.

London Councils Subscription and London Boroughs Grants Scheme (LBGS)

- 5.14. The core subscriptions have reduced for 2016/17, being £113k, which includes a one off rebate for all contributing authorities, at a level of £49k for Havering. The contribution to the LBGS has reduced by £14k to £245k due to a share of a one off payment.

Transformation Funding

- 5.15. Cabinet will recall that, as part of the Council's approach to delivering its transformation programme, a reserve was established to finance a wide range of activity, for example the development of Internal Shared Services programme. However, given the continuation of the Government's austerity programme and consequential impact on the Local government financial Settlement it is highly likely that local authorities will be engaged in

transformation activity for a considerably extended period. The Strategic Reserve therefore remains a crucial source of funding for the delivery of transformational change.

- 5.16. As part of the report to Cabinet in November, a financial strategy for the three year period, starting in 2016/17 was approved. However, the impact of the Local Government Financial Settlement is to significantly increase the savings gap to in the region of £12.5m. Delivering further savings will therefore require a considerable level of investment and support, with the financial consequences this would give rise to.
- 5.17. In previous years, Cabinet agreed that any underspends are allocated to the Strategic Reserve with a view to supporting further transformation spending. Cabinet is asked to endorse this approach once again, although it is recognised that the potential for generating further surpluses may be limited by the impact of demographic growth pressures on the revenue budget.

Changes in Demography

- 5.42 Cabinet will be aware from previous reports that social care services in particular have been impacted by changes in demography. These demographic pressures have already resulted in increased cost pressures in Adult Social Care during 2015/16 (as discussed in paragraph 4). This issue has been also been considered in developing the Council's financial strategy, and due to the fluid nature and high risk will continue to be closely monitored. This financial requirement is difficult to predict, however, with continuing changes in demand, the increased financial pressures facing local authorities, changes in funding streams referred to elsewhere, and shifts in population as well as properties, this issue now potentially has a broader impact.
- 5.43 Elsewhere in this report, changes in the Council's property base – as measured through the Council Tax base and the New Homes Bonus – are highlighted. This also needs to be considered in the context of increased demand for schools places.
- 5.44 These factors, taken together, suggest a significant change in demography within Havering. What is extremely difficult to assess is what impact this change will have on demand for services, and thus in turn, the associated resources and costs. As a guide, the potential consequences are set out in the table below:

Factor	Impact	Financial Impact
Properties	Increase in waste produced by households Increased traffic leading to more road/footway damage	Higher costs for refuse collection, street cleaning, waste disposal Higher costs for highways maintenance
School places	Increase in demand for places leading to need for more classrooms	Capital investment in additional classrooms Revenue impact falls directly on schools

		budgets
General population	Increase in special educational needs	Increase in resource needs and thus service costs
	Increase in residents requiring learning or mental disability support	As above
	Increase in demand for parks, leisure, arts, culture, etc	As above
	Change in population mix, e.g. nature and make up of families	Potential capital investment, e.g. new facilities, vehicles As above

5.45 At this stage, it is not possible to determine the financial impact of potential changes. Clearly, there will be an increase in Council Tax receipts, and this is factored into the base calculation. What is much more difficult to assess is the cost impact these changes might have, as this depends on the actual nature of the shift in demand, rather than any notional model. It is however a fact that such changes represent a significant area of risk, both financial and otherwise. This has been mitigated by including a central provision for demographic growth within the financial strategy. This central provision has and will, continue to be held corporately until the case has been made to release budgets to service areas.

Local Council Tax Support Scheme

5.51 The Local Council Tax Support Scheme (CTS) was revised with effect from April 2015 as a result of reductions in the settlement funding for 2015/16 which included the rolled-in CTS scheme grant.

5.52 It is the intention to maintain the same CTS Scheme in 2016/17 as for 2015/16 however a challenge was made to the Court seeking a review of the scheme. In June 2015, permission was given for a Judicial Review of the CTS Scheme which was heard at the High Court in September 2015.

5.53 The CTS claimant who challenged the scheme at Judicial Review was an individual with disabilities who received maximum CTS in 2015/16 which discharged 85% of their council tax bill. The remaining 15% of council tax was discharged by a discretionary payment made under S13 (A)(1)(c) of the Local Government Finance Act 1992 therefore, the CTS claimant had no council tax to pay in 2015/16.

5.54 The issues in the Judicial Review centred on equalities, age and disability discrimination. These matters were considered in detail by the High Court in September 2015.

5.55 The outcome of the Judicial Review has now been released and the High Court Judge concluded that:

- There was no discrimination on the grounds of age or disability.
- While the Equalities Impact Assessment was not defective, there was insufficient evidence to conclude that due regard was given to the Public Sector Equalities Duty.

5.56 In accordance with Schedule 1A of the Local Government Finance Act 1992, Council is asked to consider the current CTS scheme and agree its continuation through to 2016/17.

5.57 A summary of the draft CTS Scheme 2016 which is the same as the current CTS Scheme is appended to this report at Appendix E. A full version of the draft CTS scheme 2016 can also be found online at:

www.havering.gov.uk/Pages/Category/Council-tax-support.aspx

5.58 The Equalities Impact Assessment (EIA) for 2015 has been reviewed and is attached at Appendix D. While the CTS Scheme was revised in 2015 to make all working age claimants liable for 15% of their Council Tax, there does not appear to be an adverse inference on this group. Council Tax collection rates remain comparable to 2014/15 which implies that working age CTS claimants are paying their Council Tax. However, an EIA for 2016 has also been prepared and is attached at Appendix F for Members' perusal.

5.59 While the CTS Scheme is designed to assist people on low income pay their Council Tax, further discretionary assistance can be considered for those who cannot pay the remaining balance of their council tax bill.

Equalities Implications:

5.60 The existing Council Tax Support (CTS) Scheme 2015 assists many people on low income pay their Council Tax bills and it is proposed that the same Scheme continues to be used in 2016/17.

5.61 Equalities Impact Assessments for 2015 and 2016 along with the Council Tax Support 2016 Summary are attached at Appendix D, E and F for consideration. A number of actions have been identified and taken to mitigate the impact of the Scheme which are contained within these Assessments.

5.62 While the CTS Scheme is designed to assist people on low income pay their Council Tax, further discretionary assistance can be considered for those who cannot pay the remaining balance of their council tax bill.

Voluntary Grants and Commissioning Review

5.63 An update on the review of Voluntary Grants including an update on the savings to be achieved is included at Appendix G.

6. EXPENDITURE RESTRICTIONS AND BUDGET ROBUSTNESS

Expenditure Restriction by Government

- 6.1 The Government has previously stated that it will use its capping powers where necessary. As part of the settlement announcement last year, and following on from previous announcements, a referendum process would be triggered if the Council set a Council Tax increase of 2% or higher.
- 6.2 The latest settlement enables an additional increase of up to 2% to be levied for Adult Social Care precept. This does not require a referendum.

Budget Robustness/Reserves Position

- 6.3 The Local Government Act 2003 sets out requirements in respect of Financial Administration, and in particular to the robustness of the budget and the adequacy of reserves. The Act requires the Chief Finance Officer (CFO) to report to an authority when it is making the statutory calculations required to determine its council tax or precept.
- 7.2 In line with the requirements of the Act, the formal report of the CFO on budget robustness will be included in the February Cabinet report. The authority is required to take the report into account when making the calculations.
- 7.3 The General Fund Balance at 31 March 2015 was £11.8m. Prior to making a final recommendation to Council, there will also be a need to further consider the current financial position for 2015/16. The revenue budget strategy statement, as agreed by Council, sets out that the minimum level of reserves held will be £10m. There is an opportunity cost of holding reserves, in particular the alternative use that these balances could be put to and the benefits that might accrue as a result. Equally, the importance of retaining sufficient reserves has been emphasised by the position within social care services during previous financial years, and particularly so now, with the Council suffering an on-going reduction in grant funding from Government. A reduction of up to £1.8m in the General Reserve is therefore permissible under the existing budget policy. However, it should be stressed that the use of reserves provides only a one off funding source for budgetary purposes. Any further use of reserves would require amendment to the Council's approved budget policy.
- 7.4 The Council's revenue budget strategy statement requires that:
- While addressing its priorities and setting a balanced and prudent budget, the Council will seek to keep any increase in the Council Tax to the lowest possible level and in line with its stated aspirations whilst maintaining reserves at the minimum level of £10m.
 - And as part of that process, the Council will not utilise those reserves, or any reserves earmarked for specified purposes, to subsidise its budget and reduce Council Tax levels as this is neither a sustainable nor a robust approach.

- 7.5 In addition to its general reserves, the Council also holds a number of earmarked reserves. At 31 March 2015, the total value of these reserves stood at £48.6m. This sum includes:
- a) £5.7m relating to previous NHS and social care integration funds not fully spent. Given the level of financial and operational risk associated with the Care Act and SEND legislation and in particular assessing all who apply and are eligible for services, these funds are being held to support this implementation of new legislation and integration with the NHS.
 - b) £23.2m earmarked for the corporate transformation programme, which is required to support the delivery of savings agreed by the Council. Over the last four years, over £21m has been spent on delivering transformation including £5m on severance payments. Given the level of redundancies contained within the proposals currently under consideration, significant budget provision is likely to be required for further severance payments.
 - c) £8.9 m being sums earmarked towards the funding of capital schemes included within the approved capital programme.
 - d) £4.7 m set aside for the Insurance reserve to meet potential claims and the cost of self insurance based upon actuarial advice.
- 7.6 The current advice of the Deputy Chief Executive Communities and Resources is that by retaining the minimum level of general reserve at £10m can be considered to be adequate. However, the recent and expected future reductions in grant funding, coupled with the need to resource major change programmes, emphasise the need for prudence with the management of reserves. Without a sufficient level of reserves, such investment would only be possible from base service budgets. A full assessment will be brought in the February Council Tax setting report.
- 7.7 The Council's external auditor has in the past emphasised the need for the Council to strengthen its financial health and to build in protection against unforeseen circumstances and to seek advice from the Chief Finance Officer on the adequacy of its working balance level. The advice of CIPFA also needs to be borne in mind, as they have emphasised that it is important to stress the risks which arise should councils decide to draw down reserves to help fund their budgets. This is due to the fact that most council services require recurring funding to meet staff and other running costs year after year. Reserves are however a one-off, finite source of funding; they can cover a shortfall in recurring funding for a specific period but, after reserves are exhausted, the underlying shortfall will still be there. Due account is taken of this advice in assessing the need for reserves and their potential utilisation.

8 FINANCIAL STRATEGY

- 8.1 At the meeting of 4th November 2015 Cabinet approved its long term financial strategy for the three year period commencing 2016/2017. The revised financial model is set out below and incorporates a number of significant changes which have arisen since that time.

	16/17 £000's	17/18 £000's	18/19 £000's	Total £000's
	£'m	£'m	£'m	£'m
Original Budget Gap	0	0	2.4	2.4
Pressures				
RSG Reduction	4.7	2.4	-0.6	6.4
Apprenticeships		0.5		0.5
Housing Pressures - homelessness	1.3	0.9	0.9	3.0
Adults - demographic pressures	3.0	2.0	2.0	7.0
Additional Pressures	0.4			0.4
Unachievable Savings:				0.0
Private sector leasing and other housing	0.2	0.2	0.2	0.5
Loss in Grants:				
ESG reduction	0.3			0.3
Re-phasing Previous savings items				0.0
Interest on borrowing delay 1 year	0.9	-0.9		0.0
delay reduction in Contingency	1.0		-1.0	0.0
Additional Income:				0.0
Adult Social Care (2%) precept	-2.1	-2.0	-2.0	-6.1
Council Tax Base	-2.0	0.0	0.0	-2.0
New Homes Bonus	-2.1		2.1	0.0
				0.0
Revised Budget Gap	5.6	2.9	4.0	12.5

8.2 RSG

8.2.1 The outcome of the Local Government Financial Settlement is discussed at some length in paragraph 2. The changes made by the Government to the methodology for apportioning the funding reductions has resulted in deeper cuts in Havering's RSG than forecast. Havering's RSG will reduce from £31.2m in 2015-16 to £20.89m in 2016/17 and will fall to £1.38m by 2019-20. This represents an additional reduction of £5.93m over and above the level of cuts already forecast and reflected in the three year strategy. The lateness of the change in methodology has created an additional pressure in 2016/17 which will need to be addressed as part of the budget development cycle.

8.3 Other Pressures

8.3.1 The impact of demographic changes has led to increased cost pressures, principally in the area of Adult Social Care. There has been an increase in demand for Homecare and supported living, partly due to early discharges from hospital or due to needs of the older population changing. This had led to demand increasing in both hours per customer and a market that is struggling, with external drivers due to increased regulations and the new national minimum wage. The number of clients has steadily increased, coupled with the increasing size (and complexity) of care packages, this has meant the actual cost of packages has increased significantly. As a consequence of these pressures an additional £3m provision has been included in the strategy.

- 8.3.1 The number of people presenting themselves as homeless is increasing. This is expected to give rise to further cost pressures for the homeless service. It is proposed to increase the budget in this area by £3m over the three year cycle.
- 8.3.2 In July 2015 the Government announced proposals to introduce a levy on larger employers from April 2017 to fund an apprenticeship scheme. The cost to Havering is estimated to be £0.45m at this time.
- 8.3.3 The Education Services Grant for 2016/17 has been announced at £2.336m representing a cut of £0.25m.

8.4 Review of savings items

- 8.4.1 The saving previously submitted in respect of private sector leasing is no longer considered achievable given the pressures on the homeless service.
- 8.4.2 The likelihood of an early increase in interest rates has diminished and with it the expectation of additional income from Treasury Management activity. The proposed change has been deferred by a year.
- 8.4.3 The proposed reduction in the budgetary contingency from £2m to £1m is deferred by one year to retain some flexibility in managing budget pressures

Additional Income

- 8.4.4 As explained in the December report to Cabinet the Council may increase Council Tax by an additional 2% precept to meet the growing cost of Adult Social care. The Government have also built an assumed increase of 2% per annum in their assessment of the Council's spending powers; used to calculate the level of cuts. Given this assumption and the pressures faced by the Council the precept has been built into the model although the final decision will rest with full Council.
- 8.4.5 The increase in Council Tax base reflects the growth in the number of properties in the borough.
- 8.4.6 As discussed in paragraph 2 above the government have announced the New Homes Bonus for 2016/17 as £6.9m. The additional grant will be included in the draft budget although this is expected to reduce in future years.

8.5 Bridging the Gap

- 8.5.1 The budget gap has increased from £2.4m to £12.5m over three year cycle. More significantly, it includes a gap of £5.6m in 2016/17 which has arisen principally as a consequence of the change in the Government's methodology for allocating cuts in RSG. However, this gap will need to be bridged in time for the Council Tax setting report due in February 2016. It is recommended that further savings be brought forward for consideration by Cabinet as part of that report. This may include savings proposals already agreed for implementation in 2017/18 which may reasonably be brought forward to 2016/17.
- 8.5.2 Given the short timescale and the scale of the savings required there is a significant risk that the funding gap will not be fully met. Cabinet will also be mindful of the timescales required to carry out any consultation which might be

required in relation to proposals affecting services to its residents. Consideration may therefore need to be given to the use of reserves as a short term measure. It should be remembered that reserves can only be used once and will only serve to buy time until a permanent solution can be achieved.

- 8.5.3 The general fund reserve currently stands at £11.8m which is £1.8m above the minimum level recommended within the Council's budget strategy. It would therefore be permissible to utilise £1.8m as a one of funding source for budget setting purposes in 2016/17. It would not be possible to plan to use any more than this sum without first carrying out a review of the council's budget strategy.
- 8.5.4 It is recommended that consideration of further savings proposals and the possible use of reserves be included in the February Council Tax report.

9. CAPITAL PROGRAMME

Background to Current Programme

- 9.1 The Council's overall approach to its Capital Programme has been based on an assumption that a gradual move towards the use of prudential borrowing will be required to meet long term capital spending need. In more recent years, the duration of the planned programme has been kept relatively short, in recognition of the need to maximise the use of receipts, and to avoid additional pressure on the revenue budget.
- 9.2 Since that time, there has been a continued hold on interest rates, so borrowing remains relatively inexpensive. However, it remains the case that the Council's ability to generate receipts has continued to reduce. It is therefore an increasing risk that receipts will continue to tail off, which means the programme needs to be kept under constant review to respond to any material change in circumstances.
- 9.3 For the longer term, financing any form of capital programme will almost certainly be heavily reliant on borrowing, although external financing and Section 106 receipts, through either Section 106 or the new Community Infrastructure Levy (CIL) are expected to remain available, if unpredictable. This therefore potentially brings an additional revenue pressure.
- 9.4 In recent years the Council has taken the view that borrowing should only be used as a last resort. The exception to this will be where a specific business case can be made to finance investment through borrowing, for example where savings or additional income can be generated. Longer term, the Council will be faced with an increasing dependence on borrowing, with the consequent revenue impact this has. Existing forms of external funding, such as TfL grants, are expected to continue, although their longer term existence is uncertain.
- 9.5 An indicative programme for 2016/17 was approved as part of a two year programme in 2015/16. An amended table setting out the proposed core programme is produced below based upon a prudent view of available capital receipts.

	2016/17 £000's
Parks, Libraries, Leisure & Cemeteries	1,500
Street Environment	2,000
Protection of Assets and Health and Safety	500
IT Infrastructure	1,000
Regeneration	100
Disabled Facilities Grant (Council element)	300
Capital Contingency	3,000
Total	8,400

9.6 An expansion of the programme beyond this level will almost certainly increase the Council's borrowing requirement. There are already a number of additional capital expenditure demands which will need to be addressed as part of the final budget report to Cabinet in February. The issues are discussed below.

9.7 The financial strategy approved by Cabinet on 4 November included the following income generation proposals.

Service	Saving Details:	Value of Saving and Year(s):			Total £000s
		16/17 £000s	17/18 £000s	18/19 £000s	
Corporate	Interest linked to Council Housing Co. ¹		(300)		(300)
Corporate	Housing Development Co.- interest payments			(2,000)	(2,000)
Policy & Performance	Solar Park and Wind Farm Income Generation		(1,500)		(1,500)
Sub Total			(1,800)	(2,000)	(3,800)

In order to achieve these objectives the Council will need to make a significant capital investment to develop the programme and produce the required revenue stream for the Council. Approval has already been given to the creation of a Housing Development Company (Mercury Land Holdings), and further projects will be brought to members for consideration over time. However, it is now appropriate to identify a significant capital programme allocation to enable these and other schemes to be developed. This matter will be considered further in the February Budget report and Treasury Strategy.

9.8 Cabinet received a report on 4 November 2015 which identified the cost of the phase 4 Schools expansion programme to be £67m of which £61m relates to 2017/18 and beyond. The funding streams beyond the financial year 2016/17 have yet to be identified. If members are minded to progress all or part of this programme it will carry the risk that any shortfall in funding will fall back on the Council. The gap could be met by increased borrowing although the resulting revenue implications have not been factored into the financial strategy. Further consideration of the financial implications will be made in more detail as part of the Budget report. The draft Treasury Management Strategy to be considered at Council in February will reflect the estimated impact of these capital spending plans on borrowing and cashflow.

10. SUMMARY OF FINANCIAL POSITION

- 10.1 Based on the factors that are set out in this report, the Council will need to make additional savings of approximately £12.5m in order to balance its financial strategy over the next three years. Of this sum £5.6m will need to be found as part of the budget setting process for 2016/17.
- 10.2 The financial strategy included an assumption that the Council will increase Council Tax by 1.97% in 2016/17. The budget is being developed with that assumption in mind. The Government have also allowed Councils to increase Council Tax by a further 2% precept in order to meet the growing costs of Adult Social Care. This increase has also been assumed within the updated model and by the government in allocating funding cuts. Final decisions about Council Tax increases will not be made until the February Cabinet meeting.
- 10.3 As indicated elsewhere within this report, there are significant pressures and risks associated with the revision of the three year strategy. In particular there is a risk that further savings options will not be developed in sufficient time to bridge the funding gap for 2016/17 and in these circumstances it may be necessary to make a one off contribution from reserves. These matters will be considered in greater depth as part of the final Council Tax report.

11. HOUSING BUDGET

- 11.1. The HRA budget, together with the proposed housing rent levels, and the HRA capital programme, will be presented to Cabinet in February.

12. GREATER LONDON AUTHORITY (GLA)

- 12.1 The announcement of the Mayor's draft budget proposals were made on 21st December. This indicated an intention to make a slight reduction in the GLA's Council Tax level, from the current £295 to £276 – a reduction of £19, or around 6.44%. Consultation on the budget proposals ends on 12th January. The final draft budget proposals will be considered by the London Assembly on 27th January and the budget is due to be approved by 28th February.
- 12.2 The Mayor's draft budget consists of – Mayor's Office for Policing and Crime, Transport for London, London Fire and Emergency Planning Authority, the London Legacy Development Corporation and core Greater London Authority. The total budget (capital and revenue) is £16.2 billion.
- 12.3 The Mayor's 2016/17 draft net revenue expenditure budget is £4,755 million. Under the proposal the total GLA precept will be cut from £295 a year to £276 (for a Band D household). The Mayor's proposed council tax precept draft budget comprises of £206.79 to support the Mayor's Office for Policing & Crime (principally the Metropolitan Police), £50.35 for the London Fire Brigade, £14.63 for the Mayor and GLA assembly and £4.23 for transport and other services.
- 12.4 The Mayor's 2015/16 budget assumptions assumed the removal of the Olympic Levy (£12 for Band D equivalent) and this is included in the proposed reduction of £19 for 2016/17.

REASONS AND OPTIONS

Reasons for the decision:

This enables the Council to develop its budget as set out in the constitution.

Other options considered:

None. The Constitution requires this as a step towards setting its budget.

IMPLICATIONS AND RISKS

Financial implications and risks:

The Council's budget-setting process will ensure that financial implications and risks are fully met. Any financial implications or risks are covered in this report as necessary. There are significant risks associated with the delivery of the three year financial strategy and with the continuing degree of uncertainty over the future of local Government funding, and the general economic environment, but the steps already taken by the Council should mitigate much of this. However, it will also be necessary to continually refine the financial forecasts underpinning the Council's financial strategy to ensure that any necessary actions can be taken at the appropriate times, allowing for consultation as appropriate.

Legal implications and risks:

There are no direct legal implications or risks from this report. The corporate business planning process will need to take account of new and existing statutory duties and responsibilities that are imposed on the Council by central government even if there are inadequate or no commensurate increases in government funding to finance them. Failure to do so will put the Council at risk of legal challenge by affected residents or businesses.

Human Resources implications and risks:

There are no direct HR implications arising from this report, however, if proposals that require staffing reductions are to be considered, as a result of the budget position, these will be managed in accordance with Council policy and procedure

Equalities implications and risks:

Detailed proposals will need to be assessed as part of the business and service planning process. Equalities impact assessments are produced as standard as part of the detailed budget process.

BACKGROUND PAPERS

The Financial Strategy reports to Cabinet 4 November 2015 and 16th December 2015

APPENDICES

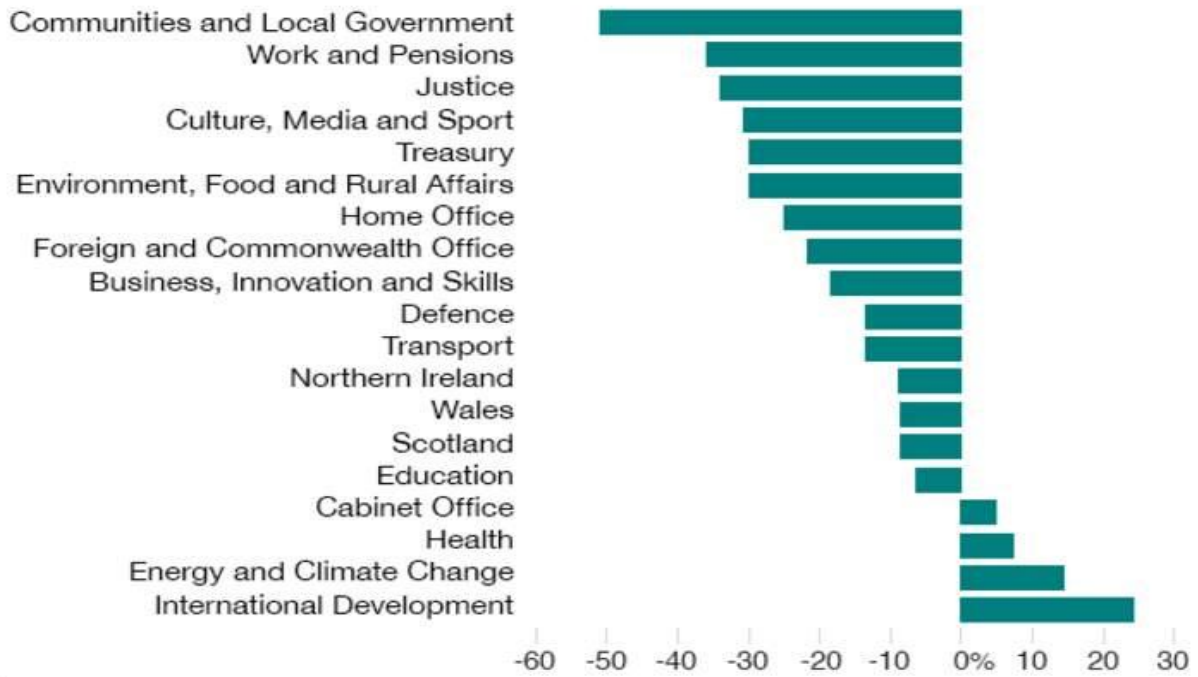
- A AUTUMN BUDGET STATEMENT (Reductions in Government Departments from 2010 to 2015 and 2015 – 2020)
- B LOCAL GOVERNMENT FINANCIAL SETTLEMENT (Reduction in funding from 2015-16 – 2019-20)
- C CONSULTATION FEEDBACK
- D LOCAL CTS SCHEME EIA 2015
- E SUMMARY OF THE DRAFT CTS SCHEME 2016-17
- F LOCAL CTS SCHEME EIA 2016
- G SCHEDULE OF GRANTS

This page is intentionally left blank

AUTUMN BUDGET STATEMENT

Reductions in Government Departments from 2010 to 2015 and 2015 – 2020

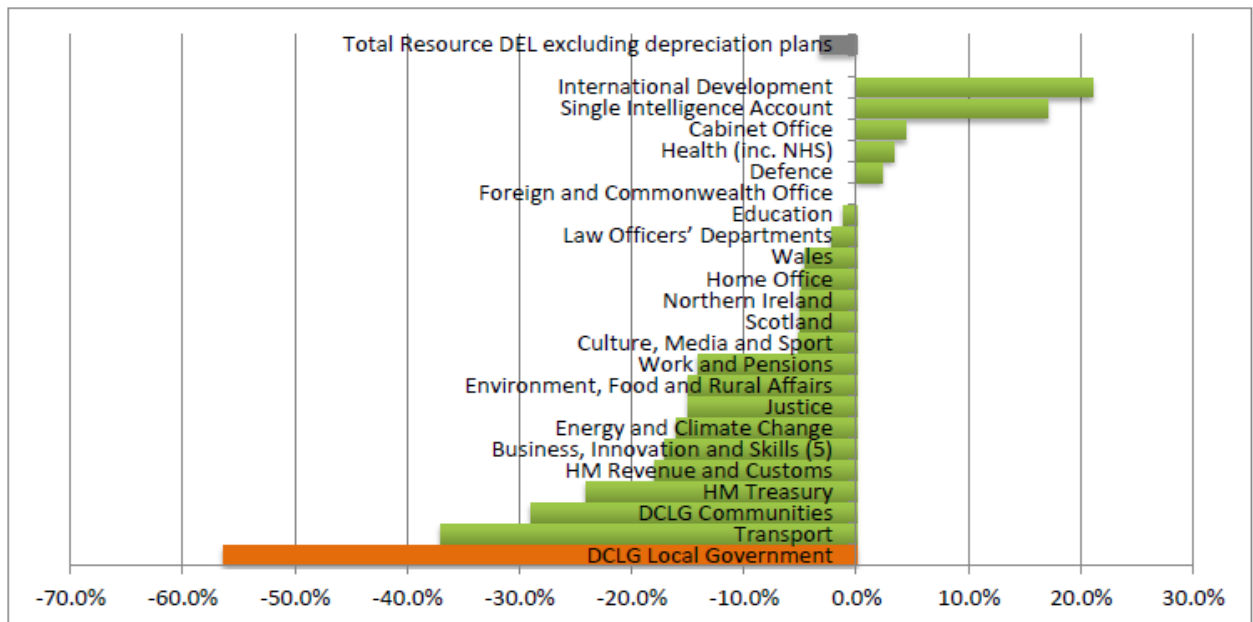
Real change in budget 2010-11 to 2015-16



Source: IFS/Treasury



Chart 3 - Resource DEL by department - 2015-16 to 2019-20 (real terms % change)



Source: HMT, Spending Review 2015; figures from Table 2.1 (p.78)

LOCAL GOVERNMENT FINANCIAL SETTLEMENT

Reduction in funding from 2015-16 – 2019-20

Local Authority	RSG 15-16	RSG 19-20 inc Business Rate Adjustment	Reduction	RSG
Richmond upon Thames	23.763	-7.470	31.232	131%
Kingston upon Thames	20.279	-2.512	22.791	112%
Bromley	34.754	-2.262	37.016	107%
Havering	31.963	1.376	30.587	96%
Harrow	33.328	1.560	31.768	95%
Bexley	32.359	3.250	29.109	90%
Barnet	54.031	6.182	47.848	89%
Merton	32.292	5.076	27.215	84%
Hillingdon	42.062	6.655	35.407	84%
Sutton	34.855	6.609	28.246	81%
Croydon	64.812	13.900	50.912	79%
Hounslow	42.854	9.498	33.357	78%
Redbridge	45.447	10.234	35.212	77%
Kensington and Chelsea	43.090	9.946	33.145	77%
Ealing	65.161	17.167	47.994	74%
Enfield	62.240	17.289	44.951	72%
Camden	71.772	22.318	49.454	69%
Waltham Forest	58.224	18.502	39.722	68%
Haringey	66.393	21.641	44.753	67%
Brent	72.512	24.504	48.008	66%
Hammersmith and Fulham	49.498	17.131	32.367	65%
Islington	67.847	24.067	43.781	65%
Lambeth	88.830	31.691	57.139	64%
Lewisham	76.227	27.547	48.680	64%
Greenwich	67.608	25.149	42.459	63%
Barking and Dagenham	46.467	17.730	28.736	62%
Tower Hamlets	86.659	33.281	53.379	62%
Southwark	92.750	35.864	56.886	61%
Wandsworth	59.130	23.076	36.053	61%
Hackney	86.538	34.794	51.744	60%
Newham	88.128	36.197	51.931	59%
Westminster	72.078	29.636	42.442	59%
City of London	12.787	6.176	6.611	52%

Calculation of Havering's funding reductions

Scaling factors	6.37%	7.36%	
	Upper - Tier	Lower - Tier	Total
2015/16 Adjust Settlement	52,314,726	11,013,123	63,327,849
2015/16 Council Tax Requirement	79,467,747	21,843,338	101,311,085
	131,782,473	32,856,461	164,638,934
Adjusted	123,388,347	30,439,096	153,827,445

**Reduction in
Funding** 10,811,489

This page is intentionally left blank

Budget consultation results

The consultation ran for six weeks from Thursday 5 November to Thursday 17 December 2015.

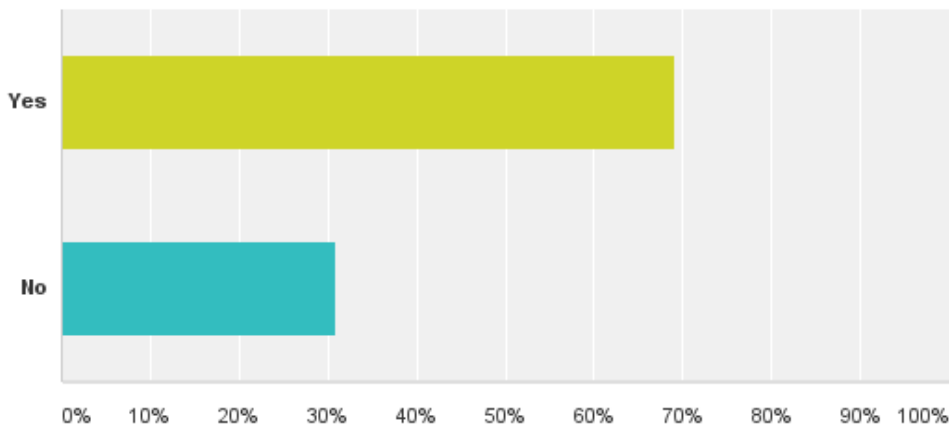
The Council received **266 responses** in total. Five questions were asked.

Q1. Do you agree with the direction of this budget strategy, which is aimed at saving £24m over the next three years?

Results: 242 people answered this question, 24 skipped

69% (167) of respondents answered **yes**

31% (75) of respondents answered **no**

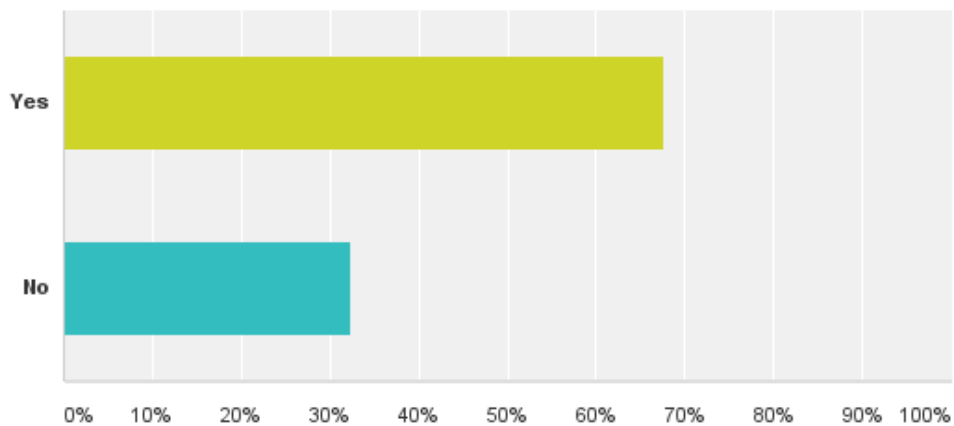


Q2. Do you agree to a reduction in the number of black bin bags to three per household in order to protect weekly rubbish collections and save £1m over the next three years?(The amount of orange recycling bags collected will not be restricted)

Results: 254 people answered this question, 12 skipped

68% (172) of respondents answered **yes**

32% (82) of respondents answered **no**



Q3. Please pick your top three priority services.

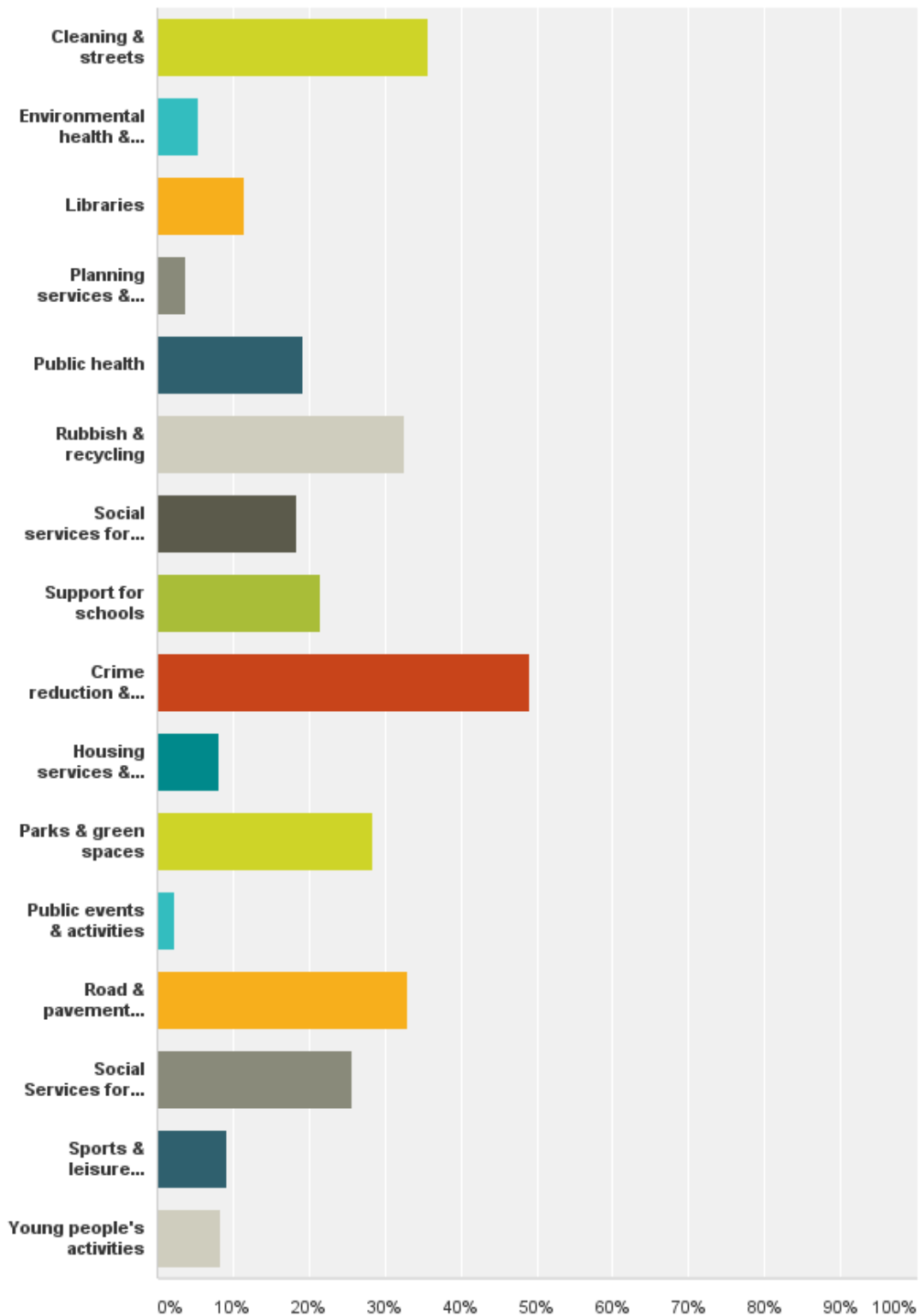
Results: 261 people answered this question, 5 skipped

The top three priority areas were:

1. Crime reduction and public safety – **49%** (129)
2. Cleaning and streets – **36%** (93)
3. Road and pavement repairs – **33%** (86)
Rubbish and recycling – **33%** (85)

These were followed closely by:

- Parks and green spaces – 28% (74)
Social services for adults – 26% (67)

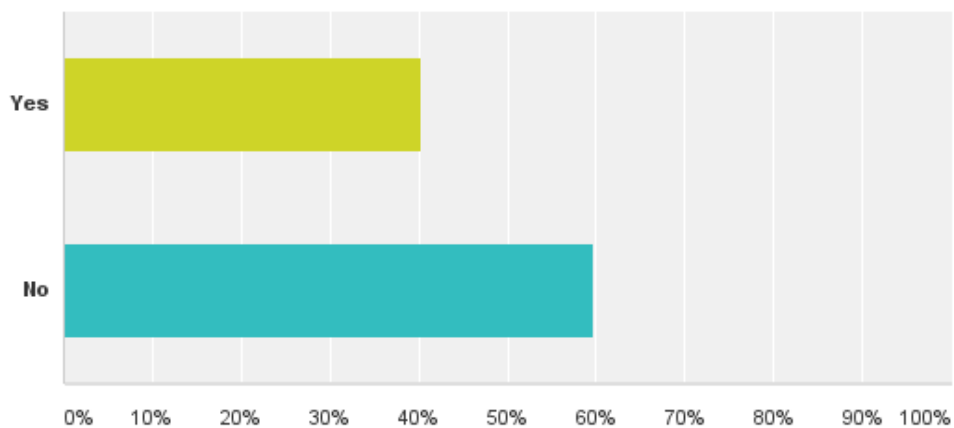


Q4. These proposals are based on council tax increases of not more than two per cent. Would you be willing to pay higher increases than two per cent in council tax to protect more services from cuts?

Results: 258 people answered this question, 8 skipped

40% (104) of respondents answered **yes**

60% (154) of respondents answered **no**



Q5. Do you have any other general comments on the budget strategy as a whole?

A total of 138 comments were received.

Further analysis of the comments will take place in due course.

This page is intentionally left blank

Equality Impact Assessment (EIA)

Document control

Title of activity:	Proposal to amend the Council Tax Support Scheme 2015
Type of activity:	This is a scheme which provides assistance to people on low incomes to help them pay their Council Tax.
Lead officer:	Chris Henry, Head of Council Tax & Benefits, Exchequer & Transactional Services, oneSource
Approved by:	Sarah Bryant, Director of Exchequer & Transactional Services
Date completed:	January 2015
Scheduled date for review:	September 2016

Did you seek advice from the Corporate Policy & Diversity team?	Yes
Does the EIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	No

1. Equality Impact Assessment Checklist

The Equality Impact Assessment (EIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service. It also helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#).

Please complete the following checklist to determine whether or not you will need to complete an EIA. Please ensure you keep this section for your audit trail. If you have any questions, please contact the Corporate Policy and Diversity Team at diversity@havering.gov.uk

About your activity

1	Title of activity	Proposal to amend the Council Tax Support Scheme 2015
2	Type of activity	This is a scheme which provides assistance to people on low incomes to help them pay their Council Tax.
3	Scope of activity	<p>Many people on low incomes can get Council Tax Support to help them pay their council tax bills. The Council Tax Support Scheme is mainly funded by the Government although the Council help pay towards the scheme as well.</p> <p>The Government plan to reduce the money to pay for the scheme from 2015/2016. The CTS grant has been rolled into the Settlement Funding Allocation which has been reduced in 14/15 in-line with core funding reduction. The Council's budget cannot cover a further shortfall in Government funding. Therefore, a proposal has been submitted for consultation to change the current scheme to help bridge the funding gap.</p> <p>The proposed scheme will continue to protect pensioners who will get the same level of council tax support as they do now.</p> <p>The proposals for 2015/2016 are to:</p> <ol style="list-style-type: none"> 1. Reduce Council Tax Support for working age claimants by 15%. This means that every working age household would have to pay a minimum charge of 15% of their Council Tax Bill. 2. Reduce the amount of savings and investments people are allowed to have and still be entitled to claim from £16,000 to £6,000. 3. Abolish Second Adult Rebate. Second Adult

		Rebate supports working age tax payers whose income is too high in their own right for Council Tax Support but who have other adults living in the household whose income is low.
4a	Is the activity new or changing?	Yes – changing
4b	Is the activity likely to have an impact on individuals or groups?	Yes
5	If you answered yes:	

Completed by:	Chris Henry, Head of Council Tax & Benefits
Date:	January 2015

2. Equality Impact Assessment

Background/context:

The Council proposes to amend the Council Tax Support (CTS) Scheme from April 2015. The scheme provides assistance to people on low incomes to help them pay their Council Tax.

The Council needs to make savings in order to balance its budget due to large reductions in government grant and changing funding regimes.

The CTS grant has been rolled into the Settlement Funding Allocation which has been reduced in 14/15 as part of the core funding reduction. The Council's budget cannot cover a further shortfall in Government funding without using reserves, increasing the Council Tax or reducing Services.

The Council has consulted on a range of options including which service to protect and which to reduce and whether residents would wish to pay increases above 2% council tax rather than see service reductions. Changes to the CTS scheme form part of the Council's overall strategy to balance the budget.

The proposed scheme will continue to protect pensioners who will get the same level of Council Tax Support as they do now.

The proposals for 2015/2016 are to:

4. Reduce Council Tax Support for working age claimants by 15%. This means that every working age household would have to pay a minimum charge of 15% of their Council Tax Bill.
5. Reduce the amount of savings and investments working age claimants are allowed to have and still be entitled Council Tax Support from £16,000 to £6,000.
6. Abolish Second Adult Rebate. Second Adult Rebate supports working age tax payers whose income is too high in their own right for Council Tax Support but who have other adults living in the household whose income is low.

At any one time, approximately 10,000 working-age claimants are in receipt of Council Tax Support.

To contextualise the changes, all working age claimants (approx. 10,000) will be affected by the 15% reduction. Currently only 89 working age claimants have capital in excess of £6,000 and 177 working-age claimants receive Second Adult Rebate.

The proposed changes will have disproportionate impact on low income working age households because Council Tax Support is designed for low income working age

households. This is with the exception of the removal of the Second Adult Rebate where the taxpayer's income is too high for Council Tax Support and a rebate is paid in respect of another low-earning adult in the household. 177 claimants are affected by the removal of Second Adult Rebate.

The proposals to change the current CTS scheme to help bridge the funding gap were subject to a three-month consultation, and formed part of a wider package of proposals.

All 10,000 working-age CTS claimants were posted a questionnaire to share their views. A corresponding number of questionnaires were not posted to other residents not in receipt of Council Tax Support. However, the public were invited to comment on the Council's proposals via an online survey.

396 responses were received of which 309 were from paper questionnaires. This represents 4% of the working-age population on CTS or 0.003% of the population in Havering. The responses are summarised as follows:

- 38.4% (152) agree everyone of working age should pay at least 15 per cent of their Council Tax. 58.3% (231) disagree.
- 46.5% (184) agree working age Council Tax payers with more than £6,000 savings or investments should be disqualified from claiming Council Tax Support. 51% (202) disagree
- 55.3% (219) agree second Adult Rebate should be removed from the scheme for working age Council Tax payers whose income is too high to receive Council Tax support. 40.9% (162) disagree

In the overall budget consultation the following results were received from 1987 responses.

To clarify this, please tick your top three priority services:	Count	Percentage
Crime reduction & public safety	1007	17%
Rubbish & recycling collection	726	12%
Road & pavement repairs	682	12%
Cleaning the streets	613	10%
Social Services for adults (inc. older people)	448	8%
Parks & green spaces	405	7%
Public health	370	6%
Libraries	355	6%
Social Services for children	245	4%
Sports & leisure facilities	222	4%
Young people's Activities	212	4%
Support for schools	177	3%
Attracting businesses and jobs	131	2%
Environmental health & trading standards	125	2%
Public events & activities	98	2%
Housing services & advice	67	1%
Planning services & advice	36	1%
Total	5919	100%

CTS changes were catered for within the package of priorities and it can therefore be seen that in general respondents were in favour of the overall priorities change and a majority of residents were not in favour of raising council tax above 2% in order not to make up reductions proposed.

<u>Council Tax Support Case Group Descriptions</u>	<u>Count</u>
Elderly - Non-Passported - Carer	165
Elderly - Non-Passported - Child Under 5	1
Elderly - Non-Passported - Enhanced Disability	2
Elderly - Non-Passported - Family Premium	6
Elderly - Non-Passported - Family Premium - 1 Child	9
Elderly - Non-Passported - Family Premium - 2 Child	2
Elderly - Non-Passported - Family Premium - 4 Child	1
Elderly - Non-Passported - Non Dependant	378
Elderly - Non-Passported - Other	2130
Elderly - Non-Passported - Severe Disability	388
Elderly - Non-Passported - War Pensioners	29
Elderly - Non-Passported - Working	92
Elderly - Passported - Carer	160
Elderly - Passported - Child Under 5	3
Elderly - Passported - Enhanced Disability	1
Elderly - Passported - Family Premium	16
Elderly - Passported - Family Premium - 1 Child	25
Elderly - Passported - Family Premium - 2 Child	4

Elderly - Passported - Family Premium - 3 Child	2
Elderly - Passported - Family Premium - 4 Child	1
Elderly - Passported - Non Dependant	544
Elderly - Passported - Other	3120
Elderly - Passported - Severe Disability	821
Elderly - Passported - Working	11
TOTAL (Elderly) = 7,911 (43%)	
Working Age - Non-Passported - Carer	71
Working Age - Non-Passported - Child Under 5	469
Working Age - Non-Passported - Disability	211
Working Age - Non-Passported - Disabled Child Premium	20
Working Age - Non-Passported - Enhanced Disability	226
Working Age - Non-Passported - Family Premium	175
Working Age - Non-Passported - Family Premium - 1 Child	778
Working Age - Non-Passported - Family Premium - 2 Child	508
Working Age - Non-Passported - Family Premium - 3 Child	160
Working Age - Non-Passported - Family Premium - 4 Child	39
Working Age - Non-Passported - Family Premium - 5 and above	6
Working Age - Non-Passported - Lone Parent Child Under 5	470
Working Age - Non-Passported - Non Dependant	88
Working Age - Non-Passported - Other	131
Working Age - Non-Passported - Severe Disability	79
Working Age - Non-Passported - War Pensioners	4
Working Age - Non-Passported - Working	535
Working Age - Passported - Carer	314
Working Age - Passported - Child Under 5	206
Working Age - Passported - Disability	261
Working Age - Passported - Disabled Child Premium	31
Working Age - Passported - Enhanced Disability	996
Working Age - Passported - Family Premium	143
Working Age - Passported - Family Premium - 1 Child	620
Working Age - Passported - Family Premium - 2 Child	354
Working Age - Passported - Family Premium - 3 Child	120
Working Age - Passported - Family Premium - 4 Child	29
Working Age - Passported - Family Premium - 5 and Above	2
Working Age - Passported - Lone Parent Child Under 5	1229
Working Age - Passported - Non Dependant	351
Working Age - Passported - Other	1432
Working Age - Passported - Severe Disability	425
Working Age - Passported - Working	25
TOTAL (Working Age) = 10,508 (57%)	
Grand Total Working Age & Elderly)	18419

Age: Consider the full range of age groups	
<i>Please tick (✓) the relevant box:</i>	Overall impact:

Positive		<p>Whilst the proposed changes will impact negatively on working age Council Tax Support claimants, based on the findings from other London authorities who have implemented the same or higher reductions, we do not anticipate the impact to be significant. Within the scope of the scheme there is a Council Tax Discretionary policy to enable us to consider cases of hardship which will help mitigate any negative impacts.</p>
Neutral		
Negative	✓	

Pension age claimants (currently men and women aged 62½ and over) will not be affected by the change.

Evidence:

At present approximately 57% of Council Tax Support claimants are working age and 43% are pension age.

For comparison, the working age population (18 – 64 years) in Havering is 76% and the pension age population (65 and over) is 24%.

The proposed changes mean that all working age Council Tax Support claimants will have to pay at least 15% towards their Council Tax.

Sources used:

Council Tax Support caseload data

Diversity Profile for EIAs August 2014

Demographic, Diversity and Socio-economic Profile of Havering’s Population March 2014

Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions

<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive		<p>If the proposals are approved, disabled people who are of working age will also be negatively affected This is because they are disproportionately represented amongst working age claimants who will receive a reduction in Council Tax support.</p> <p>In addition, disabled people are less likely to have the same opportunities and access to work and employment that would improve their financial situation.</p> <p>Support is in place through the Council Tax Discretionary policy for</p>
Neutral		
Negative	✓	

	<p>those who suffer hardship as a result of these proposals in order to mitigate any negative impacts.</p> <p>Pension age Council Tax Support claimants are not affected by these proposals.</p>
--	--

Evidence:

In terms of Council Tax Support, disabled household are those where the claimant (or any partner, or child) receives a state disability benefit payment or is seriously sick or disabled.

Approximately 24% of working age Council Tax Support claimants meet the above definition compared with 21% of the working age population of Havering.

The Council recognizes the barriers disabled people face and seek to assist address them by disregarding Disability Living Allowance and Attendance Allowance in the calculation of Council Tax Support. This often increases the amount of Council Tax Support a disabled person is entitled to. Havering has also chosen to disregard all Armed Forces compensation income from Veterans and Members of the Armed Forces.

In addition to the above, the Council seeks to maximize Council Tax Support for disabled people by increasing the applicable amount for them through premiums. Currently, there are premiums for severe disability, enhanced disability and a disabled child rate. Such premiums are granted when Council Tax Support applicants receive a relevant disability related benefit granted and administered by the Department of Work & Pensions.

Disabled people are historically disadvantaged and face greater barriers when accessing (information about) services and therefore disabled households are considered to be more vulnerable than other households. Disabled people who are unable to work receive higher levels of state benefits and while based on the proposals they will be subject to the 15% liability reduction, disabled working age claimants are likely to have a higher income than other unemployed, working age claimants whose council tax support will also be reduced.

Sources used:

Council Tax Support caseload data

Diversity Profile for EIAs August 2014

Demographic, Diversity and Socio-economic Profile of Havering's Population March 2014

Sex/gender: Consider both men and women

<i>Please tick (✓) the relevant box:</i>	Overall impact:
--	------------------------

Positive		It is difficult to fully consider the implications the proposals will have on this protected characteristic due to the fact that only one claim is submitted per household.
Neutral		
Negative	✓	

However, equalities monitoring indicates that the majority of claims (63%) are made by females (married and single titles) compared with males. We also know that lone parents, part-time workers and carers are more likely to be women.

The proposals are therefore considered to have a disproportionate impact on women.

Support is in place through the Council Tax Discretionary policy for those who suffer hardship as a result of these proposals in order to mitigate any negative impacts.

Evidence:

Council Tax Support caseload data:

Title on claim	No.	Percentage
Mr Count	2153	37%
MRS Count	1327	23%
MS/Miss Count	2346	40%
Other	8	0%

From the above table it is seen that in total 63% of the household claims are made by women.

Sources used:

Council Tax Support caseload data

Diversity Profile for EIAs August 2014

Demographic, Diversity and Socio-economic Profile of Havering's Population March 2014

Ethnicity/race: Consider the impact on different ethnic groups and nationalities

Please tick (✓) the relevant box:

Overall impact:

Positive

Neutral

There could be a negative impact of the proposals on people from Black and Minority Ethnic (BME) groups. As our data shows that BME claimants are slightly over-represented amongst working age claimants receiving Council Tax Support. This could imply that BME groups

Negative	✓	experience more difficulty in finding employment.
-----------------	---	---

Evidence:

The tables below show the projected figures for the breakdown of Havering by ethnicity/race and for Benefits claimants where they have supplied this information. The data is difficult to compare due to the different classifications of ethnicity used.

2014 (projection)	Number	Percentage of population (%)
All ethnicities	246,269	100.00
White	211,126	85.7
Black Caribbean	3,335	1.4
Black African	9,485	3.9
Black Other	4,524	1.8
Indian	5,813	2.4
Pakistani	1,820	0.7
Bangladeshi	1,205	0.5
Chinese	1,662	0.7
Other Asian	4,467	1.8
Other	2,833	1.2
<i>BAME¹ Total</i>	<i>35,144</i>	<i>14.3</i>

Council Tax Support/Housing Benefit Claimants where Equalities information provided

	Number	Percentage of claimants who provided information
White/British	4249	72.8%
White/Irish	91	1.6%
White/Other	381	6.5%
White & Black Caribbean	66	1.1%
White & Black African	43	0.7%
White & Asian	16	0.3%
Mixed/Other	43	0.8%
Asian/Asian British Indian	71	1.2%
Asian/Asian British Pakistan	69	1.2%
Asian/Asian British Bangladesh	54	0.9%
Asian/Asian British: Any Other	32	0.6%
Asian/Other	14	0.2%
Black/Black British Caribbean	154	2.6%
Black/Black British African	381	6.5%
Black/Black British Other	53	0.9%
Chinese	8	0.1%
Gypsy/Traveller	1	0.1%

¹The GLA define BAME differently to the ONS. The GLA does not include a 'White Other' Group. Instead they have one category 'White' that includes 'White British' and 'White Other'.

Other Ethnic Group	86	1.5%
Declined	22	0.4%
Total	5834	100%

From the data provided above, it would appear that there is a disproportionate impact on BME claimants. 85.7% of Havering's population are defined as White (including the 'White: Other' category such as Eastern Europeans), compared to 80.9% of benefit claimants who define themselves as White (including 'White: Other').

Sources used:

Council Tax Support caseload data

Diversity Profile for EIAs August 2014

Demographic, Diversity and Socio-economic Profile of Havering's Population March 2014 *

Religion/faith: Consider people from different religions or beliefs including those with no religion or belief

Please tick (✓) the relevant box:

Positive	<input type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>

Overall impact:

Not known

There is no information available to make an assessment on the impact of the proposals on this protected characteristic.

Evidence:

Sources used:

Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual

Please tick (✓) the relevant box:

Positive	<input type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>

Overall impact:

Not known

There is no information available to make an assessment on the impact of the proposals on this protected characteristic.

Evidence:
Sources used:

Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth

<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	<input type="checkbox"/>	Not known
Neutral	<input type="checkbox"/>	There is no information available to make an assessment on the impact of the proposals on this protected characteristic.
Negative	<input type="checkbox"/>	

Evidence:

.

Sources used:

Marriage/civil partnership: Consider people in a marriage or civil partnership

<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	<input type="checkbox"/>	Not known
Neutral	<input type="checkbox"/>	There is insufficient information available to make an assessment on the impact of the proposals on this protected characteristic.
Negative	<input type="checkbox"/>	

Evidence:
Sources used:

Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave

<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	<input type="checkbox"/>	<p>There is insufficient information available to make an assessment on the impact of the proposals on this protected characteristic. However, working mothers on maternity leave and women with caring responsibilities tend to have less income and/or reduced access to the labour market.</p> <p>It is perceived that there may also be equality implications for parents with young children and babies, particularly lone parents who may experience a negative impact. Support is in place through the Council Tax Discretionary policy for those who suffer hardship as a result of these proposals in order to mitigate any negative impacts.</p>
Neutral	<input type="checkbox"/>	
Negative	<input checked="" type="checkbox"/>	

Evidence:
Sources used:

Socio-economic status: Consider those who are from low income or financially excluded backgrounds

<i>Please tick (✓) the relevant box:</i>	Overall impact:
--	------------------------

Positive		Council Tax Support is a means tested scheme available to households on low incomes. Therefore all recipients would be considered to be at a socio-economic disadvantage, particularly lone parents (most likely to be women), part-time workers (most likely to be women), working-age couples on low income, large households (more likely to be from BME backgrounds) and carers (most likely to be women).
Neutral		
Negative	✓	
<p>Support is in place through the Council Tax Discretionary policy for those who suffer hardship as a result of these proposals in order to mitigate any negative impacts.</p> <p>Pension age Council Tax Support claimants will not be affected and will continue to receive similar levels of support with their council tax bills as they do at present.</p>		
<p>Evidence:</p> <p>Please refer to breakdowns of Council Tax Support claimants available above.</p>		
<p>Sources used:</p> <p>Council Tax Support caseload data</p> <p>Diversity Profile for EIAs August 2014</p> <p>Demographic, Diversity and Socio-economic Profile of Havering's Population March 2014</p>		

Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment.

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
All	✓	<p>We consulted on the proposed changes in October, November & December 2014 and will report the results to Cabinet in January 2015</p> <p>All affected CTS applicants to be contacted in advance to advise of change if agreed prior to annual billing</p> <p>Monitor implication of change in Council Tax</p>	<p>Individual households will have access to formal appeal and review arrangements should they have complaints or concerns about the assessment criteria and method used to identify the Council Tax Support they need.</p> <p>Customers will have time to adjust and make appropriate payment arrangements</p> <p>We will monitor the impact of the changes and take-up of hardship funds as part of our performance</p>	<p>January 2015</p> <p>February 2015</p> <p>Ongoing</p>	<p>Chris Henry</p> <p>Debbie Wheatley</p> <p>Debbie Wheatley</p>

		<p>Support.</p> <p>The Council actively supports Apprenticeships. Meetings and events are arranged with Training Providers and Apprentices to keep them up to date with new initiatives and creating opportunities and promotion of</p>	<p>and quality checking systems. The performance data collated, including satisfaction surveys and community profile monitoring will form part of regular reporting arrangements to senior management and members.</p> <p>Citizens' Advice Bureau commissioned to assist provides debt counselling and advice.</p>		
--	--	---	--	--	--

		Apprenticeships. Regeneration also work with small and medium business enterprises to encourage growth and opportunities			
--	--	---	--	--	--

* You should include details of any future consultations you will undertake to mitigate negative impacts

** Monitoring: You should state how the negative impact will be monitored; how regularly it will be monitored; and who will be monitoring it (if this is different from the lead officer).

Review

In this section you should identify how frequently the EIA will be reviewed; the date for next review; and who will be reviewing it.

The EIA will be reviewed at bi-annual intervals or earlier if the Council Tax Support scheme is reviewed earlier than September 2016.

**London Borough of Havering
Summary:
Draft Council Tax Support Scheme 2016**

Introduction

Council Tax Benefit was abolished from 1 April 2013. In its place each local authority was required by Section 9 of the Local Government Finance Act 2012 (the Act) to produce its own scheme to reduce the liability of working age applicants whom it considers to be in financial need.

This document summarises the proposed Council Tax Support Scheme (2016 scheme) from April 2016 which the Council has produced in accordance with of Schedule 4 of the Act.

The Council adopted its own local scheme from April 2013 which has due regard to the Department for Communities and Local Government's policy intentions and unequivocally protects pensioners.

Havering's Local Council Tax Support scheme has been interpreted and applied in accordance with the Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012 which set out what must be included in the scheme.

Summary of Council Tax Support Scheme from April 2016

The 2016 scheme will adopt the existing Council Tax Support scheme in place at 31 March 2016 as summarised in this document.

In this document 'the current scheme' means Havering's existing Council Tax Support scheme which was adopted in January 2013 and then amended with effect from April 2014 and again with effect from April 2015.

Unless expressly stated otherwise, the provisions outlined below relate solely to working age applicants under the current scheme.

No amendments are proposed to the draft 2016 scheme which effectively adopts the current scheme.

This document summarises the Council's proposed Scheme for eligible working age Council Tax payers to receive council tax support.

The scheme applicable to pensioners is defined in The Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012, Part 3, and Schedules 1 to 6, which is adopted within the 2016 scheme.

The procedure for the application and calculation of the 2016 scheme is summarised below and is made in accordance with Schedules 7 and 8 of the Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012.

The principles embodying the Local Council Tax Support Scheme include:

- Local authorities will be expected to manage significant reductions in subsidised expenditure.
- Regulations have been set to protect claimants of state pension credit age.
- Local authorities will consult on their schemes with precepting authorities and the public.
- The Council will adopt the final scheme before 31 January 2013 or the default scheme will apply.
- Local authorities should aim to protect vulnerable groups.
- In developing schemes, local authorities should consider incentivising claimants into work.

The Local Council Tax Support Scheme includes the following:

- Introduction and definitions
- Prescribed of persons
- Provisions relating to entitlement under the scheme
- Applicable amounts
- Maximum Council Tax Reduction
- Amount of reduction under the scheme
- Assessment of Income and Capital under the scheme
- Students
- Applications
- Extended reductions
- Period of entitlement and changes of circumstances
- Schedules

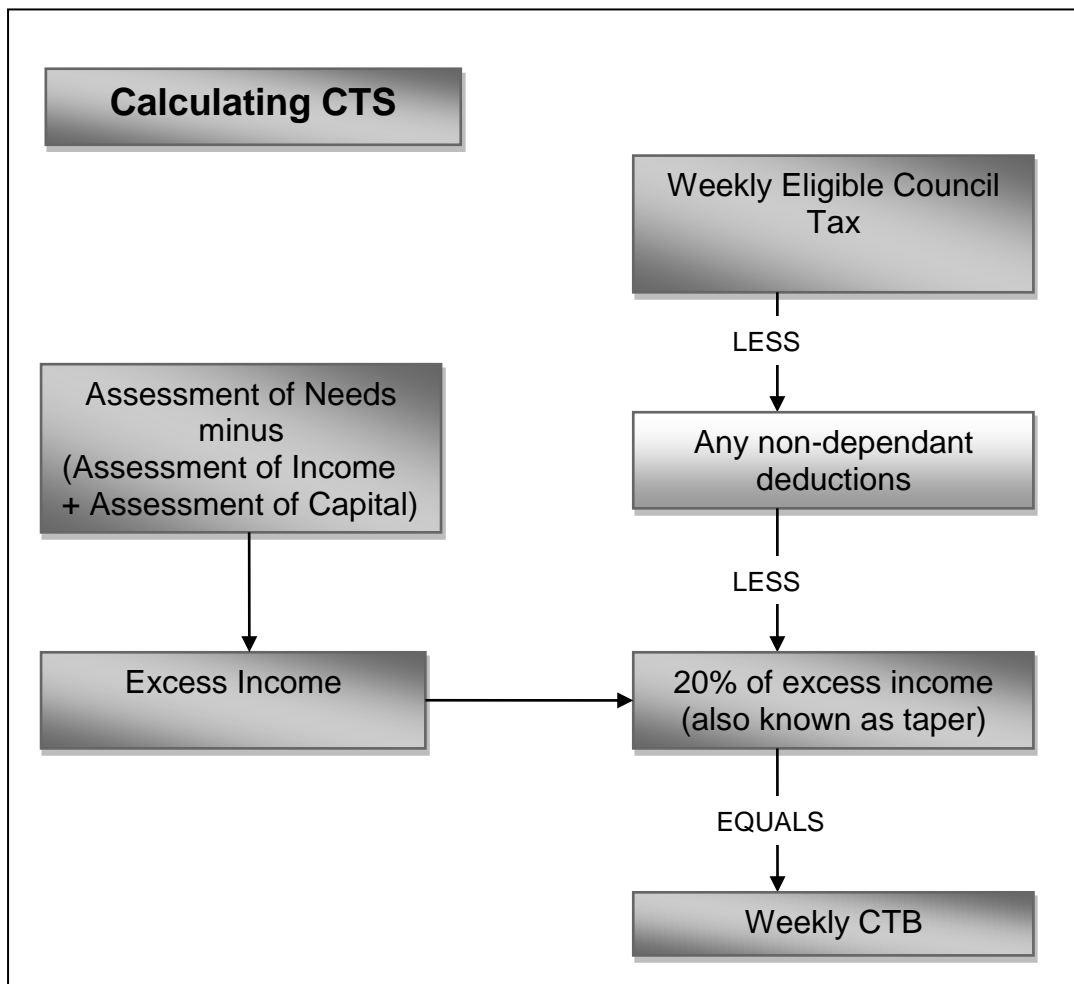
The Council Tax Support Calculation

The starting point for all calculations of Council Tax Support is the claimant's 'maximum benefit'. This is the claimant's weekly eligible Council Tax less any non-dependant deductions that apply. From April 2015 the maximum benefit figure for working age claimants is 85% of council tax liability. This means that every working age household must pay a minimum charge of 15% of their Council Tax Bill.

Income and capital are compared to the claimant's applicable amount. Any income over the applicable amount is known as the Excess Income.

The claimant qualifies for maximum support less 20% of any excess income figure. The 20% reduction to the maximum benefit is known as a taper.

Claimants in receipt of Job Seeker's Allowance and Income Support have already been assessed by the Department for Work and Pensions (DWP) as having income lower than their applicable amount and so will receive maximum council tax support less any non-dependant deductions.



Non-dependant deductions from April 2013

A non-dependant deduction is an amount of council tax that is due from the CTS claimant because there is another adult (non-dependant), who is not the claimant's partner, living in the household who receives an income. This reduces the amount of CTS a claimant will receive which is described in paragraph 58 of the draft 2016 scheme as follows:

- (1) Subject to the following provisions of this regulation, the non-dependant deductions in respect of a day referred to in regulation 57 (maximum council tax benefit) shall be—
 - (a) in respect of a non-dependant aged 18 or over in remunerative work, $\text{£}20.00 \times \frac{1}{7}$;
 - (b) in respect of a non-dependant aged 18 or over to whom sub-paragraph (a) does not apply, $\text{£}6.00 \times \frac{1}{7}$.
- (2) In the case of a non-dependant aged 18 or over to whom paragraph (1)(a) applies, where it is shown to the appropriate authority that his normal gross weekly income is—
 - (a) Less than $\text{£}183.00$, the deduction to be made under this regulation shall be that specified in paragraph (1)(b);
 - (b) Not less than $\text{£}183.00$ but less than $\text{£}316.00$, the deduction to be made under this regulation shall be $\text{£}9.00$;
 - (c) Not less than $\text{£}316.00$ but less than $\text{£}394.00$, the deduction to be made under this regulation shall be $\text{£}15.00$. **Page 65**

From April 2014 onwards, the eligible weekly council tax used to calculate council tax support shall be no higher than the weekly Council Tax Band D value for a property in Havering.

Paragraph 57 of the draft CTS scheme 2016 provides that:

- (1) Subject to paragraphs (2) to (5), the amount of a person's maximum council tax benefit in respect of a day for which he is liable to pay council tax, shall be 100 per cent of the amount A/B where—
 - (a) A is the amount set by the appropriate authority as the council tax for the relevant financial year in respect of the dwelling in which he is a resident and for which he is liable, subject to any discount which may be appropriate to that dwelling under the 1992 Act; and
 - (b) B is the number of days in that financial year, less any deductions in respect of non-dependants which fall to be made under regulation 58 (non-dependant deductions).
- (2) In calculating a person's maximum council tax benefit any reduction in the amount that person is liable to pay in respect of council tax, which is made in consequence of any enactment in, or made under, the 1992 Act, shall be taken into account.
- (3) The level of any Council Tax Support awarded shall be restricted to the level of band D
- (4) Subject to paragraph (5), where a claimant is jointly and severally liable for council tax in respect of a dwelling in which he is resident with one or more other persons but excepting any person so residing with the claimant who is a student to whom regulation 45(2) (students who are excluded from entitlement to council tax benefit) applies, in determining the maximum council tax benefit in his case in accordance with paragraph (1), the amount A shall be divided by the number of persons who are jointly and severally liable for that tax.
- (5) Where a claimant is jointly and severally liable for council tax in respect of a dwelling with only his partner, paragraph (4) shall not apply in his case.

From April 2015 onwards, Maximum Council Tax Support for working age claimants will reduce by 15%.

This means that every working age household has to pay a minimum charge of 15% of their Council Tax Bill.

Paragraph 29A of the draft CTS scheme 2016 provides that:

- (1) Subject to sub-paragraphs (2) to (4), for persons in classes D to E in this scheme a person's maximum council tax reduction amount in respect of a day is 85 per cent of the amount A/B where—
 - (a) A is the amount set by the authority as the council tax for the relevant financial year in respect of the dwelling in which he is a resident and for which he is liable, subject to any discount which may be appropriate to that dwelling under the 1992 Act; and
 - (b) B is the number of days in that financial year,

less any deductions in respect of non-dependants which fall to be made under paragraph 30A (non-dependant deductions: persons who are not pensioners) and any award restricted to the level of Band D

From April 2015 onwards, the amount of savings and investments people are allowed to have and still be entitled to claim CTS was reduced from £16,000 to £6,000.

The CTS scheme 2013/14 and 2014/15 did not accept claims from applicants who have savings and investments of more than £16,000. These individual were not entitled to any CTS.

From April 2015, applicants who have more than £6,000 in savings or investments will not be eligible to claim and will therefore have no entitlement to CTS.

Paragraph 23 of the draft CTS scheme states that:

- (1) The class of person described in this paragraph consists of -
 - (a) Persons in class A and B whose capital exceeds £16,000
 - (b) Persons in class D and E whose capital exceeds £6,000.

From April 2015 onwards, Second Adult Rebate was abolished.

Second Adult Rebate supports working age council tax payers whose income is too high in their own right for Council Tax Support but who have other adults living in the household whose income is low.

Applications for Council Tax Support

This part applies to both pension-age and working-age applicants

The following procedure has been set in accordance with the Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012, referred to as 'the Regulations' below.

Entitlement to CTS is dependent on an application being made in the following way:

An application may be made:

- (a) In writing
- (b) By means of an electronic communication or
- (c) By telephone following publication by the Council of a number for this purpose.

The form provided by the Council for this purpose must be properly completed, and the Council may require the applicant to complete the form in the proper manner, and may further require that further information and evidence is provided by the applicant.

An application will be made defective if the applicant does not provide all of the information the Council requires.

Applications made by telephone will only be accepted if the applicant provides a written statement of their circumstances in the format required by the Council.

The Council will allow a certain length of time for applicants to correct any defects in their application.

The Regulations provide for which classes of people are eligible to make application for Council Tax Support.

Evidence and information

Any person who makes an application or any person to whom a reduction under the CTS scheme 2016 has been awarded shall furnish such certificates, documents, information and evidence in connection with the application or award, or question arising out of it as may reasonably be required by the Council in order to determine the person's entitlement. Where the Council requests information it shall inform the applicant or person of their duty to notify the Council of any change of circumstances and shall indicate the kind of changes of circumstances which are to be notified.

Matters related to the electronic communication of information, proof of delivery and content of information will be determined in accordance with Part 4 of Schedule 7 of the Regulations.

Where the person is a pensioner paragraph 7(4) (5) (6) and (7) of Schedule 8 of the Regulations apply which specify matters relevant to evidence and information related to pensioners.

Amendment and withdrawal of applications

Any person who has made an application may amend it at any time before a decision had been made by serving a notice in writing to the Council in accordance with paragraph 8 of Schedule 8 of the Regulations.

Decisions by the Council

The Council will make a decision in respect of any application for a reduction under this scheme in accordance with the criteria set out within the CTS scheme 2016 rules.

The decision will be made within 14 days or as soon as reasonably practicable of the Council receiving at its designated office the properly completed application or the information requested to complete it or the evidence required. The date upon which the Council is deemed to have received the properly completed application shall be determined in accordance with paragraphs 6 of Schedule 1, paragraph 7 and Part 1 of Schedule 7 of the Regulations being satisfied, or as soon as reasonably practicable thereafter.

The Council will notify the applicant or any person affected by its decision under the scheme in writing forthwith, or as soon as reasonably practicable.

Any person affected to whom the Council sends or delivers a notification of a decision to may, within one month of the notification of the decision, request in writing from the Council a statement setting out the reasons for its decision on any matter set out in the notice.

Following receipt of a request for a written statement the Council will provide this within 14 days or as soon as reasonably practicable thereafter.

Where an award or payment of reduction is made the time and manner of granting the reduction under the scheme will be in accordance with Part 5 of Schedule 8 of the Regulations.

Change of circumstances

For persons who are not pensioners the date on which changes of circumstances are to take effect will be determined in accordance with paragraph 4 of Part 2 of Schedule 8 of the Regulations.

Procedure for making an appeal

Any applicant who is not in agreement with the decision of the Council taken under this scheme may service a notice in writing on the Council setting out their reasons and grounds upon which they believe the Council has made the wrong decision.

Following receipt of an appeal in writing the Council will:

- (1) Consider the appeal
- (2) Notify the applicant in writing of the following:
 - (i) Any decision not to uphold the appeal and the reasons for that; or
 - (ii) That steps are being taken to proceed with the appeal and set out what steps.

Where an applicant remains dissatisfied following receipt of any written notice sent by the Council in response to their appeal, they may within two months of the service of that notice, appeal to the valuation tribunal.

Applications for further discretionary reductions

Under Section 13A(1)(c) of the Local Government Finance Act 1992 and The Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012, the Authority will consider applications for a further reduction in Council Tax.

There will be financial implications in that the cost of any reduction will be a direct cost to the Council. The cost of any discretionary reduction will, therefore, have to be met by the rest of the council taxpayers.

Applications must be made in writing or by prescribed electronic communications.

The Council will, in making decisions for further discretionary reductions, have due regard to its duties under The Child Poverty Act 2010, The Housing Act 1996, and The Equality Act 2010.

The Council will review all relevant matters when deciding whether to award a reduction including, but not limited to:

- The circumstances of any other person with whom the applicant is jointly and severally liable for Council Tax.

- The overall financial situation of the applicant and the applicant's family.
- The effect the council believes making an award will have on the applicant and any members of the applicant's family.
- Protecting the public purse and maintaining financial budgets.

A person who applies for a discretionary reduction may request that the Council review its decision. Any such request must be made in writing and be received within one month of the date the notification of the decision.

If practicable, another more senior officer, will reconsider the decision in light of all available evidence and, if appropriate amend it. Any change may lead to either a reduction or an increase in any award.

A further right of review will be available against the decision as reviewed which will be considered by a manager but only against the legality of the decision and not the actual outcome.

Equality Impact Assessment (EIA)

Document control

Title of activity:	The Council Tax Support Scheme 2016
Type of activity:	This is a scheme which provides assistance to people on low incomes to help them pay their Council Tax.
Lead officer:	Chris Henry, Head of Council Tax & Benefits, Exchequer & Transactional Services, oneSource
Approved by:	Sarah Bryant, Director of Exchequer & Transactional Services
Date completed:	December 2015
Scheduled date for next review:	September 2016

Did you seek advice from the Corporate Policy & Diversity team?	Yes
Does the EIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	No

1. Equality Impact Assessment Checklist

The Equality Impact Assessment (EIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service. It also helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#).

Please complete the following checklist to determine whether or not you will need to complete an EIA. Please ensure you keep this section for your audit trail. If you have any questions, please contact the Corporate Policy and Diversity Team at diversity@havering.gov.uk

About your activity

1	Title of activity	The Council Tax Support Scheme 2016
2	Type of activity	This is a scheme which provides assistance to people on low incomes to help them pay their Council Tax.
3	Scope of activity	<p>Many people on low incomes can get Council Tax Support (CTS) to help them pay their council tax bills. The Council Tax Support Scheme is mainly funded by the Government although the Council help pay towards the scheme as well.</p> <p>The Government have been reducing the money to pay for the scheme since its inception in 2013. The CTS grant has been rolled into the Settlement Funding Allocation which has been reduced in-line with core funding reduction. While it is likely the core funding reduction will continue for 2016/17, there are no plans to make further savings from the CTS scheme in 2016. Therefore, a consultation of the 2016 CTS scheme is not required.</p> <p>The draft CTS scheme 2016 will continue to protect pensioners who will get the same level of council tax support as they do now.</p>
4a	Is the activity new or changing?	No
4b	Is the activity likely to have an impact on individuals or groups?	Yes
5	If you answered yes:	

Completed by:	Chris Henry, Head of Council Tax & Benefits
Date:	December 2015

2. Equality Impact Assessment

Background/context:

The draft Council Tax Support Scheme 2016 will provide assistance to people on low incomes to help them pay their Council Tax.

The Council has a continuous need to make savings in order to balance its budget due to large reductions in government grant and changing funding regimes. The CTS Scheme was revised for 2015/16 to assist make savings. There are, therefore, no plans to revise the CTS Scheme for 2016/17.

Accordingly, the draft CTS Scheme 2016 will essentially remain the same as the CTS Scheme 2015.

The proposed scheme will continue to protect pensioners who will get the same level of Council Tax Support as they do now.

At any one time, approximately 9,000 working-age claimants are in receipt of Council Tax Support.

Additional financial assistance continues to be provided under S13a of the Local Government Finance Act 2012 for all groups below should anyone continue to experience financial hardship in paying their remaining council tax after council tax support has been awarded.

CTS Claimants of Pensionable Age

Elderly-Passported-Severe Disability	945
Elderly-Passported-Enhanced Disability	0
Elderly-Passported-Carer	182
Elderly-Passported-Disabled Child Premium	1
Elderly-Passported-Child Under 5	3
Elderly-Passported-Family Premium - 4 Child	1
Elderly-Passported-Family Premium - 3 Child	2
Elderly-Passported-Family Premium - 2 Child	4
Elderly-Passported-Family Premium - 1 Child	27
Elderly-Passported-Family Premium	134
Elderly-Passported-Working	11

Elderly-Passported-Non Dependant	583
Elderly-Passported-Other	3015
Elderly-Non-Passported-War Pensioners	28
Elderly-Non-Passported-Severe Disability	44
Elderly-Non-Passported-Enhanced Disability	2
Elderly-Non-Passported-Carer	199
Elderly-Non-Passported-Child Under 5	2
Elderly-Non-Passported-Family Premium - 4 Child	2
Elderly-Non-Passported-Family Premium - 2 Child	3
Elderly-Non-Passported-Family Premium - 1 Child	11
Elderly-Non-Passported-Family Premium	6
Elderly-Non-Passported-Working	109
Elderly-Non-Passported-Non Dependant	429
Elderly-Non-Passported-Other	2182
Elderly Total	7925

CTS Claimants of Working Age

Working Age-Passported-War Pensioners	
Working Age-Passported-Severe Disability	702
Working Age-Passported-Enhanced Disability	1380
Working Age-Passported-Disability	251
Working Age-Passported-Carer	467
Working Age-Passported-Disabled Child Premium	39
Working Age-Passported-Lone Parent Child Under 5	1438
Working Age-Passported-Child Under 5	251
Working Age-Passported-Family Premium - 5 & A	5
Working Age-Passported-Family Premium - 4 Child	1
Working Age-Passported-Family Premium - 3 Child	121
Working Age-Passported-Family Premium - 2 Child	400
Working Age-Passported-Family Premium - 1 Child	701
Working Age-Passported-Family Premium	134
Working Age-Passported-Working	83
Working Age-Passported-Non Dependant	365
Working Age-Passported-Other	1518
Working Age-Non-Passported-War Pensioners	4
Working Age-Non-Passported-Severe Disability	156
Working Age-Non-Passported-Enhanced Disability	339
Working Age-Non-Passported-Disability	202
Working Age-Non-Passported-Carer	142
Working Age-Non-Passported-Disabled Child Premium	33
Working Age-Non-Passported-Lone Parent Child U 5	747
Working Age-Non-Passported-Child Under 5	677
Working Age-Non-Passported-Family Premium - 5 & A	14
Working Age-Non-Passported-Family Premium - 4 Child	68

Working Age-Non-Passported-Family Premium - 3 Child	264
Working Age-Non-Passported-Family Premium - 2 Child	692
Working Age-Non-Passported-Family Premium - 1 Child	1002
Working Age-Non-Passported-Family Premium	265
Working Age-Non-Passported-Working	630
Working Age-Non-Passported-Non Dependant	75
Working Age-Non-Passported-Other	316
Working Age Total	13482

Age: Consider the full range of age groups	
<i>Please tick (✓) the relevant box:</i>	
Positive	Overall impact: Working age taxpayers from age 18 can make a claim for CTS. There are exceptions and these are laid down by statute. Pension age claimants (currently men and women aged 62½ and over) will not be affected by the change.
Neutral	
Negative	
Evidence: At present approximately 55% of Council Tax Support claimants are working age and 45% are pension age. For comparison, the working age population (18 – 64 years) in Havering is 76% and the pension age population (65 and over) is 24%.	
Sources used: Council Tax Support caseload data Diversity Profile for EIAs August 2014 Demographic, Diversity and Socio-economic Profile of Havering’s Population March 2014	

Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions

<i>Please tick (✓) the relevant box:</i>		Overall impact: If the Scheme is approved, disabled people who are of working age will be negatively affected. This is because they are disproportionately represented amongst working age claimants who will receive a reduction in Council Tax support. In addition, disabled people are less likely to have the same opportunities and access to work and employment that would improve their financial situation. Support is in place through the Council Tax Discretionary policy for those who suffer hardship as a result of these proposals in order to mitigate any negative impacts. Pension age Council Tax Support claimants are not affected by these proposals.
Positive		
Neutral		
Negative	✓	

Evidence:

In terms of Council Tax Support, disabled household are those where the claimant (or any partner, or child) receives a state disability benefit payment or is seriously sick or disabled.

Approximately 24% of working age Council Tax Support claimants meet the above definition compared with 21% of the working age population of Havering.

The Council recognizes the barriers disabled people face and seek to assist address them by disregarding Disability Living Allowance and Attendance Allowance in the calculation of Council Tax Support. This often increases the amount of Council Tax Support a disabled person is entitled to. Havering has also chosen to disregard all Armed Forces compensation income from Veterans and Members of the Armed Forces.

In addition to the above, the Council seeks to maximize Council Tax Support for disabled people by increasing the applicable amount for them through premiums. Currently, there are premiums for severe disability, enhanced disability and a disabled child rate. Such premiums are granted when Council Tax Support applicants receive a relevant disability related benefit granted and administered by the Department of Work & Pensions.

Disabled people are historically disadvantaged and face greater barriers when accessing (information about) services and therefore disabled households are considered to be more vulnerable than other households. Disabled people who are unable to work receive higher levels of state benefits and while based on the proposals they will be subject to the 15% liability reduction, disabled working age claimants are likely to have a higher income than other unemployed, working age claimants whose council tax support will also be reduced.

Sources used:

Council Tax Support caseload data 2014

Diversity Profile for EIAs August 2014

Demographic, Diversity and Socio-economic Profile of Havering's Population March 2014

Sex/gender: Consider both men and women*Please tick (✓)
the relevant box:***Positive****Overall impact:**

Only one claim is submitted per household.

Neutral

However, equalities monitoring indicates that the majority of claims (63%) are made by females (married and single titles) compared with males. We also know that lone parents, part-time workers and carers are more likely to be women.

Negative

✓

The scheme therefore is considered to have a disproportionate impact on women.

Support is in place through the Council Tax Discretionary policy for those who suffer hardship as a result of these proposals in order to mitigate any negative impacts.

Evidence:

Council Tax Support caseload data:

Title on claim	No.	Percentage
Mr Count	2153	37%
MRS Count	1327	23%
MS/Miss Count	2346	40%
Other	8	0%

From the above table it is seen that in total 63% of the household claims are made by women.

Sources used:

Council Tax Support caseload data

Diversity Profile for EIAs August 2014

Demographic, Diversity and Socio-economic Profile of Havering's Population March 2014

Ethnicity/race: Consider the impact on different ethnic groups and nationalities

Please tick (✓) the relevant box:

Overall impact:

Positive	
Neutral	✓
Negative	

Our data shows that BME claimants are slightly over-represented amongst working age claimants receiving Council Tax Support. This could imply that BME groups experience more difficulty in finding employment.

Evidence:

The tables below show the projected figures for the breakdown of Havering by ethnicity/race and for Benefits claimants where they have supplied this information. The data is difficult to compare due to the different classifications of ethnicity used.

2014 (projection)	Number	Percentage of population (%)
All ethnicities	246,269	100.00
White	211,126	85.7
Black Caribbean	3,335	1.4
Black African	9,485	3.9
Black Other	4,524	1.8
Indian	5,813	2.4
Pakistani	1,820	0.7
Bangladeshi	1,205	0.5
Chinese	1,662	0.7
Other Asian	4,467	1.8
Other	2,833	1.2
<i>BAME¹ Total</i>	<i>35,144</i>	<i>14.3</i>

Council Tax Support/Housing Benefit Claimants where Equalities information provided

Grouping	Number	Percentage of claimants who provided information %
White/British	5700	69.2
White/Irish	118	1.4
White/Other	582	7.0
White & Black Caribbean	57	0.7
White & Black African	108	1.3
White & Asian	29	0.4
Mixed/Other	112	1.4
Asian/Asian British Indian	106	1.3
Asian/Asian British Pakistan	122	1.5
Asian/Asian British	102	1.2

¹The GLA define BAME differently to the ONS. The GLA does not include a 'White Other' Group. Instead they have one category 'White' that includes 'White British' and 'White Other'.

Bangladesh		
Asian/Asian British: Any Other	69	0.8
Asian/Other	14	0.3
Black/Black British Caribbean	218	2.6
Black/Black British African	615	7.5
Black/Black British Other	87	1.0
Chinese	14	0.3
Gypsy/Traveller	6	0
Other Ethnic Group	126	1.5
Arab	13	0.3
Declined	29	0.3
Total	8227	100

From the data provided above, it would appear that there is a disproportionate impact on BME claimants. 85.7% of Havering's population are defined as White (including the 'White: Other' category such as Eastern Europeans), compared to 80% of benefit claimants who define themselves as White (including 'White: Other').

Sources used:

Council Tax Support caseload data 2015

Diversity Profile for EIAs August 2014

Demographic, Diversity and Socio-economic Profile of Havering's Population March 2014 *

Religion/faith: Consider people from different religions or beliefs including those with no religion or belief

Please tick (✓) the relevant box:

Positive

Neutral

Negative

Overall impact:

Not known

There is no information available to make an assessment on the impact of the scheme on this protected characteristic.

Evidence:

Sources used:

Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual

Please tick (✓) the relevant box:

Positive

Overall impact:

Not known

Neutral		There is no information available to make an assessment on the impact of the scheme on this protected characteristic.
Negative		
Evidence:		
Sources used:		

Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth		
<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive		Not known
Neutral		From the data that we hold currently, we do not have sufficient evidence to determine the impact on this protected characteristic
Negative		However, people considering or undergoing the process of gender reassignment are a hard to reach groups. At present gender reassignment will not be a factor in any part of the assessment of Council Tax Support and it is not considered to be a characteristic which requires a higher applicable amount when assessing benefit. For these reasons, it is expected that Council Tax Support will not adversely affect transgendered people as a specific group.
Evidence:		

Sources used:

Marriage/civil partnership: Consider people in a marriage or civil partnership

<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	<input type="checkbox"/>	Not known
Neutral	<input type="checkbox"/>	There is insufficient information available to make an assessment on the impact of the scheme on this protected characteristic.
Negative	<input type="checkbox"/>	

Evidence:

People considering or undergoing the process of gender reassignment are a hard to reach groups. At present gender reassignment will not be a factor in any part of the assessment of Council Tax Support and it is not considered to be a characteristic which requires a higher applicable amount when assessing benefit. For these reasons, it is expected that Council Tax Support will not adversely affect transgendered people as a specific group.

Sources used:

Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave

<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	<input type="checkbox"/>	There is insufficient information available to make an assessment on the impact of the proposals on this protected characteristic. However, working mothers on maternity leave and women with caring responsibilities tend to have less income and/or reduced access to the labour market.
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	However, the Equality Act 2010 provides for protection against maternity discrimination for 26 weeks after giving birth, including as a result of breastfeeding. Pregnancy and maternity should be considered as two separate characteristics as while the claimant is pregnant, her applicable amounts and personal allowances are lower Pregnancy is not a factor

	<p>in the current assessment of Council Tax Benefit and will not be a factor in the assessment of Council Tax Support. It is therefore expected that pregnant women will not be adversely affected by Council Tax Support. Once a child is born, it becomes part of the household composition and increased allowances apply</p> <p>It is perceived that there may also be equality implications for parents with young children and babies, particularly lone parents who may experience a negative impact. Support is in place through the Council Tax Discretionary policy for those who suffer hardship as a result of these proposals in order to mitigate any negative impacts.</p>
<p>Evidence:</p>	
<p>Sources used:</p>	

<p>Socio-economic status: Consider those who are from low income or financially excluded backgrounds</p>	
<p><i>Please tick (✓) the relevant box:</i></p>	<p>Overall impact:</p>
<p>Positive</p>	<p>Council Tax Support is a means tested scheme available to households on low incomes. Therefore all recipients would be considered to be at a socio-economic disadvantage, particularly lone parents (most likely to be women), part-time workers (most likely to be women), working-age couples on low income, large households (more likely to be from BME backgrounds) and carers (most likely to be women).</p>
<p>Neutral</p>	<p>✓</p>
<p>Negative</p>	<p>Support is in place through the Council Tax Discretionary policy for those who suffer hardship as a result of these proposals in order to mitigate any negative impacts.</p> <p>Pension age Council Tax Support claimants will continue to receive similar levels of support with their council tax bills as they do at present.</p>

Evidence:

Please refer to breakdowns of Council Tax Support claimants available above.

Sources used:

Council Tax Support caseload data

Diversity Profile for EIAs August 2014

Demographic, Diversity and Socio-economic Profile of Havering's Population March 2014

Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment.

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
All	✓	We consulted on the proposed changes in October, November & December 2014 and will report the results to Cabinet in January 2015	Individual households will have access to formal appeal and review arrangements should they have complaints or concerns about the assessment criteria and method used to identify the Council Tax Support they need.	In place for April 2016	Chris Henry
		All affected CTS applicants to be contacted in advance to advise of change if agreed prior to annual billing	Customers have been given time to adjust and make appropriate payment arrangements	In place for April 2016	Ian Johnson
		Monitor implication of change in Council Tax	We are monitoring the impact of the changes and take-up of hardship funds as part of our	In place for April 2016	Debbie Wheatley

		<p>Support.</p> <p>The Council actively supports Apprenticeships. Meetings and events are arranged with Training Providers and Apprentices to keep them up to date with new initiatives and creating opportunities and promotion of Apprenticeships.</p> <p>Regeneration also work with small and medium business enterprises to encourage growth and opportunities</p>	<p>performance and quality checking systems.</p>	<p>Ongoing</p> <p>Ongoing</p>	
--	--	---	--	-------------------------------	--

<p>Ethnicity/Race</p>	<p><i>Whilst there is no negative impact identified there is some action that is required to ensure that communities are made aware of their entitlements under the scheme .The figures indicate that BME communities are overrepresented in the claimant figures</i></p>	<p>A range of targeted outreach and communication methods will be used to promulgate these messages which include but are not limited to outreach at places of worship ,schools and media streams or social interaction sites</p>	<p>BME communities that are able to access benefits to which they are entitled. Uptake will be monitored through our current E+D monitoring processes</p>	<p>Ongoing</p>	
-----------------------	---	---	---	----------------	--

The CTS scheme will be reviewed every year along with the EIA.

Review

The EIA will be reviewed at bi-annual intervals or earlier if the Council Tax Support scheme is reviewed earlier than September 2016.

Voluntary Sector Grants and Commissioning Review

1. Background

- 1.0 The MTFS savings agreed by the Cabinet in September 2014 included a proposal to reduce the Council's spend within the voluntary and community sector (VCS) by £1.1 million, to be achieved from 1 April 2016 ongoing. This Appendix sets out how it is proposed that the first £866,001 of these target savings is to be achieved.
- 1.1 There remains a shortfall of £233,999 against the original target savings of £1.1 million. A further report will be put before the Cabinet later in 2016 detailing how this gap is to be bridged.

2 The Outcome of the Review Process

- 2.1 The review has so far identified **£866,001** of savings.
- 2.2 It is proposed that **£43,778** of savings attributed to Learning and Achievement be carried over to the 2017/18 financial year to enable the services to manage the change process most effectively for both clients and VCS organisations. Contract periods are not currently consistently aligned across common themes. Some are based on academic years whilst others are based on financial years, for example, and various Council services currently have different contracts with the same organisations, but with different start and end dates. Slipping some of the proposed savings into "Year 2" would allow officers to address this.
- 2.3 It was agreed early in the review process that Adult Social Care (ACS) would contribute £500,000 of the £1.1 million savings target through its own review of its grants and commissioning arrangements with the voluntary and community sector. This level of savings was considered to be achievable whilst sufficiently stretching, and still recognising the significant level of increased demand being placed upon Adult Social Care services by the borough's changing demographics. The service does not yet have a definitive list of savings proposals at this stage in the process, but will be taking separate reports through the relevant processes to agree and deliver the required savings within the agreed timescale. The review of grants and commissioning arrangements with the voluntary sector within Adult Social Care and Commissioning is therefore outside the scope of this Appendix.
- 2.4 The table below identifies the percentage savings so far identified for each service area:

Table 1 - Savings Identified by Service Area

Directorate / Service	General Fund Spend 2015/16	Proposed Savings for 2016/17	Proposed Savings for 2017/18	Total Savings Proposed	Percentage Savings Proposed
CHILDREN'S ADULTS & HOUSING	£4,814,101	718,870	43,778	762,648	15.8%
Adult Services	£3,906,888	500,000	0	500,000	12.8%
Children's Services	£500,559	182,750	0	182,750	36.5%
Learning & Achievement	£406,654	36,120	43,778	79,898	19.6%
COMMUNITIES & RESOURCES	£348,134	103,353	0	103,353	29.7%
Corporate Core Funding	£323,654	98,188	0	98,188	30.3%
Culture & Leisure	£14,480	1,165	0	1,165	8.0%
Economic Development (Thames Chase Trust)	£10,000	4,000	0	4,000	40.0%
Grand Total	£5,162,235	822,223	43,778	866,001	16.8%
Savings Identified	£866,001				
Residual Shortfall	£233,999				

2.5 The project has sought to enable more effective targeting of limited and reducing resources while maintaining (as far as possible) the quality of services which meet varied needs. The detailed proposals are set out in Table 2 (below). The overall change proposals can be grouped under the following generic themes:

- Bringing together arrangements in respect of organisations receiving multiple funding from different Council departments to reduce overhead costs and Council contract monitoring time;
- Aligning contracts across departments where they have similar delivery themes, in order to reduce the total number of providers thereby reducing overhead costs and Council contract management time;
- Decommissioning duplicate services across the VCS and / or Council departments;
- Decommissioning services where they are no longer required because the needs of the client group and / or statutory duties on the Council have altered;
- Delivering services in a different way, whereby the target outcomes can be achieved more cost effectively;
- Re-configuring funding arrangements (e.g. by moving to a payment by placement model), and
- Making budget reductions where the impact is deemed minimal / manageable by that particular organisation / service.

2.6 At present, £25,778 of the proposed 2017/18 savings within Learning and Achievement have not been attributed to specific contracts, but will be achieved through various reviews of the existing

grants and commissioning arrangements within that service that remain ongoing. Such reviews will be carried out jointly with Children's Services where this makes sense and may also give rise to additional future savings proposals within Children's Services, as there are a number of organisations (e.g. First Step) that are currently funded by both services, possibly with duplication between them.

3 Managing Issues, Risks and other Implications

3.1 The Public Sector Equality Duty requires the Council to have due regard to the need to:

- Eliminate prohibited conduct - No such issues arise in relation to these proposals.
- Advance equality of opportunity - Any funding reductions to voluntary sector organisations providing direct services may create or worsen some inequalities of opportunity either geographically or according to the specific needs of individuals who are otherwise already disadvantaged. The impact for each client group has been assessed and appropriate action taken to mitigate against any negative impact where possible.
- Foster good relations - Engagement and consultation with potentially affected organisations has been undertaken in accordance with the voluntary sector COMPACT in order to foster and preserve good relations through what will be a challenging process.
- Have due regard to the issues arising - Where proposals are being made to reduce service provision, due regard has been given to the need to minimise or remove disadvantage as far as possible, for example by replacing the service with more efficient models of delivery or ensuring that access to a similar service is available in the community.

3.2 Each identified spending reduction has been subject to an Equalities Impact Assessment (EIA) (attached) that ensures that the Council has paid due regard to the impact of the proposals by identifying issues, risks and other implications of its implementation and mitigating these where possible.

3.3 A cumulative Equality Impact Assessment, considering the overall impact of the entire package of savings proposals, has also been completed and is also attached.

3.4 It must be recognised that the borough has relatively small marketplaces for delivering some of the services in question, especially those for disabled young people. There may, therefore, be heightened risks of provider failure and a lack of residual capacity within the market as a result of some of these proposals.

3.5 It is recognised that the changes proposed in this document may have short term implications on the Council's ability to achieve the long term vision of its Voluntary Sector Strategy, to 'ensure that communities are resilient and supported by an effective and sustainable voluntary and community sector'. As set out above, the impact has been fully assessed as part of the Equalities Impact Assessment process. It is however also recognised that the authority faces financial challenges and it is imperative that the London Borough of Havering delivers the appropriate savings and efficiencies to achieve a balanced budget for forthcoming years.

Table 2 - Breakdown of the proposed savings

SERVICE AREA	ORGANISATION	CONTRACT PURPOSE	BUDGET 2015/16	SAVINGS PROPOSED	CHANGE PROPOSALS (SEE KEY) ¹
LEARNING & ACHIEVEMENT	Disablement Association of Barking and Dagenham (DABD UK)	Short breaks	£44,257	£2,000	G/A
LEARNING & ACHIEVEMENT	Family Information Group (FIG)	Short breaks, summer play schemes, after school and weekend activities	£125,000	£28,000	G/A
LEARNING & ACHIEVEMENT	Lambourne End	Family Fun Days Food for Thought project	£19,244	£2,000	G
LEARNING & ACHIEVEMENT	Willows	Direct Payments budget	£7,920	£7,920	C or D (tbc)
LEARNING & ACHIEVEMENT	Attention Deficit Disorders Uniting Parents in Havering, Barking and Dagenham and Surrounding Areas (Add Up)	Support for families with children who have or are awaiting diagnosis of Attention Deficit & Hyperactivity Disorder (ADHD)	£14,200	£14,200	D
CHILDREN & YOUNG PEOPLE	Barnardo's	Young carers of adults – Assessments, fortnightly after school club, trips and outings; individual case work, family case work, and therapeutic interventions	£60,000	£22,000	B/E
CHILDREN & YOUNG PEOPLE	Carers Trust	Young carers (siblings of SEND children) – Saturday Club and Fun Fit Club	£66,902	£52,000	B/E
CHILDREN & YOUNG PEOPLE	First Step	Young carers	£9,750	£9,750	D/E

KEY¹ **A** – Bring together organisations receiving multiple funding into one contract; **B**- Align contracts with similar delivery themes to reduce costs; **C** – Decommission duplicates; **D**- Decommission because needs of clients have changed; **E**- Deliver services in house when more cost effective; **F**- Reorganise how services are delivered where statutory duty has changed; **G**- Reconfigure contracts to pay by usage; **H**- Review contract specifications to achieve savings; **I** – Make budget reductions where impact is deemed minimal/manageable.

SERVICE AREA	ORGANISATION	CONTRACT PURPOSE	BUDGET 2015/16	SAVINGS PROPOSED	CHANGE PROPOSALS (SEE KEY)¹
CHILDREN & YOUNG PEOPLE	Children's Society	Advocacy for Looked After Children	£60,000	£10,000	E/G
CHILDREN & YOUNG PEOPLE	Children's Society	Advocacy and support for Missing Children and young people identified as at risk of absconding	£60,000	£30,000	E/G/C
CHILDREN & YOUNG PEOPLE	Sycamore Trust	Information and advice on Autistic Spectrum Disorders	£18,000	£18,000	C
CHILDREN & YOUNG PEOPLE	Relate	Counselling and therapy services for teenagers and their families	£41,000	£41,000	C
POLICY & PERFORMANCE	This service was previously provided by HAVCO, until it closed in September 2015	Infrastructure support for the voluntary and community sector	£56,272	£56,272	D/C
POLICY & PERFORMANCE	Citizens Advice Bureau	Debt advice, welfare benefits assessments and general legal and consumer advice	£151,930	£22,733	I/G/C
POLICY & PERFORMANCE	Motorvations	Education and training for young people aged 13-17	£16,120	£16,120	C
ECONOMIC DEVELOPMENT	Thames Chase Trust	Community Forest – increase accessibility to green infrastructure.	£10,000	£4,000	I
POLICY & PERFORMANCE	Payments to the voluntary sector	Various small ongoing underspends with the Policy and Performance budget	£3,060	£3,060	D
CULTURE & LEISURE	Havering Arts Council	Creating marketing materials aimed at younger people	£3,750	£975	I
CULTURE & LEISURE	Havering Sports Council	Creating marketing materials aimed at younger people	£730	£190	I

Cumulative Equalities Impact Assessment

Voluntary Sector Spending Review

Introduction and context

Havering has a diverse community made up of many different groups and individuals. The Council values diversity and believes it essential to try to understand the different contributions, perspectives and experience that people from different backgrounds bring to our community.

The Public Sector Equality Duties and Financial Decisions

The recent downturn in the economic climate has had a significant impact on public authorities. Financial constraints have already resulted in many authorities, including Havering, making important decisions about the services they provide. These decisions include efficiency drives, budget reductions, reorganisations, redundancies and service reductions.

The Equality and Human Rights Commission is concerned that some decisions may have a disproportionate effect on certain groups of people, and may be contrary to the statutory equality obligations to which public authorities are subject. While acknowledging the difficult economic environment in which public authorities are now operating, the Commission is emphasising the mandatory nature of the equality duties, and the importance of public authorities meeting their duties when making significant decisions. The equality duties are legal obligations which should remain a priority, even in times of economic difficulty. The duties are a valuable tool to help ensure that decisions do not create or perpetuate inequality.

To ensure that its services and decisions do not discriminate against or adversely affect any equality group differently, the Council undertakes Equalities Impact Assessments (EIAs) of individual propositions and Cumulative Equality Impact Assessments of packages of proposals that are related to one another (e.g. as a result of the annual budget setting process). This analysis is currently being undertaken in respect of the voluntary sector spending review. The individual EIAs and this overarching, cumulative EIA of the entire package of proposals identify what effect, or likely effect, will follow from the implementation of the review for different groups in the community.

Each relevant service area has identified existing arrangements that can be reduced, reconfigured or decommissioned in order to achieve the required savings. Each individual proposal has been subject to an EIA which sets out how the Council will work with providers and service users to ensure the impact of the loss or reduction of service is minimised as far

as possible. For example, where services have been identified as being duplicated or delivered by more than one agency it is proposed that such duplication be removed. Similarly, where services can be reconfigured or are shown to be underused proposals have been put forward to make contributions to the required savings in these areas. Where possible, the Council's overarching approach to achieving the target savings necessary from the voluntary sector review has been to focus its limited resources on those with the greatest needs and bringing together existing disparate arrangements to allow as many services as possible to continue being delivered but in a manner that is more cost effective to the local authority.

As with most public sector organisations, the achievement of budget reductions in Havering is an ongoing process and as such the EIAs supporting the review, as well as this Cumulative Equality Impact Assessment, are living documents that will continue to be updated as the review progresses.

Findings of the Cumulative Equality Impact Assessment and Mitigating Actions

Our analysis of the potential impacts of all of our spending review proposals has shown that there may be some cumulative impacts on the following groups of people:

- **Children and young people**

These specific proposals will impact directly on children and young people; on those services designed for and specifically targeted at certain age ranges and cohorts of children and young people (such as looked after children, children who go missing and children identified as being at risk of absconding) and those more generally available to these age groups. However, this must be seen in the context of the council's overall expenditure on children and young people rising subsequently to accommodate additional demands to safeguard young people through the council's statutory children's services and through continued investment in early help.

The number of children and young people (aged under 25) in the borough increased between 2012 and 2013 by 1,165. Havering has also experienced the largest net inflow of children across all London boroughs. Across the five year period from 2009 to 2013, a total of 5,134 children settled in the borough from another London Borough. The young people population of the borough is expected to continue growing over the next five years, by around 16% between 2015 and 2030, with the greatest percentage increase (31%) expected to be seen in those aged 11-17 years.

As a result of these proposals, services that support children and young people with specific needs will be reconfigured and there will be a different range of services for all children and young people to access. Some of the services and activities currently available within local communities will no longer be funded by the local authority.

To mitigate the impacts of this as far as possible, the Council has worked with providers to develop better and earlier types of help and services to support children, young people and families to prevent their needs from escalating. Where possible the Council has sought to protect or reconfigure services so that they are delivered in the most cost effective ways possible. By doing this the Council has sought to ensure that children and young people in the borough have access to the widest range of opportunities to achieve their potential within the financial envelope that is available. Increasingly, as resources reduce, we will be targeting our resources on the most vulnerable children and families.

- **Carers (including parents and families)**

A number of these specific proposals impact on parents, carers and families, with several impacting on young carers in particular. Young carers play a vital role in supporting siblings and parents with additional needs and disabilities. Council services, including those commissioned from the voluntary sector, in turn support many of them either directly or indirectly, and the proposed changes to these services as a result of the voluntary sector spending review will impact on young carers to some degree. However, this must be seen in the context of the council's overall expenditure on other children and young people and adult social care rising subsequently to accommodate additional demands to safeguard both young people and adults through the council's statutory children's and adults services and through continued investment in early help.

It has been identified that some of the services currently commissioned for this cohort are underutilised and that the eligibility criteria for accessing the services is not being fully met in some areas, so where possible it is intended to contribute savings from these contracts in order to minimise the impact. In some instances, services will be re-commissioned against a more limited financial envelope and a more robust service specification that is better matched to service users' current needs in order to address the quality and capacity issues identified through the review as well as to achieve savings. It is also intended to bring together several of the current varied and disparate contracts provisions into a single service specification for all young carers services so that, as far as possible, services will continue to be available to young carers but will be provided in a manner that is more cost effective for the local authority. During the tender process the Council will be seeking assurance from bidders that they are able to meet the needs of young carers from a variety of ages and backgrounds in order to ensure that services provided going forward continue to meet the needs of all young carers across the borough.

Some of the services currently delivered to young carers by the voluntary sector will be brought in-house and delivered by the Council's Early Help team. Through bringing these services in-house the Council aims to increase the capacity and also improve the communication between the provider and the referring social worker. The Early Help team will use the same case management system (CCM), minimising potential delays and information-sharing difficulties. The Early Help service is part of the same management team as Children's Social Care, meaning that monitoring of performance

can take place on a more frequent basis with rapid response to concerns. The proposal will also facilitate greater consistency of approach across age ranges and cohorts of children and young people to functions such as young carers assessments and give existing Council staff opportunities to develop new skill sets.

Some of the proposals are also expected to have positive impacts on carers and families – for example, the proposed strengthening of the family therapy service, which can now be achieved due to proposed reductions in other services commissioned from the voluntary and community sector.

- **People with Disabilities**

It has been identified that the proposed package of proposals will have cumulative impacts on people with disabilities, and particularly children and young people with special educational needs and disabilities (SEND). There may be longer waiting times for services, or indeed a reduced level of services available for some service users. However, this must be seen in the context of the council's overall expenditure on other children and young people and adult social care rising subsequently to accommodate additional demands to safeguard both young people and adults through the council's statutory children's and adults services and through continued investment in early help.

According to the latest ONS Annual Population Survey (January 2014 – December 2014), 18% of working age people living in Havering have disclosed that they have a disability or long-term illness. This is similar to the national proportion (19%).

According to the School Census, in 2013 37,602 pupils in maintained primary and secondary schools and special schools had Special Education Needs (SEN). The most common categories of LDD are Moderate Learning Disabilities (30%), Behaviour, Emotional and Social Difficulties (19%) Speech, Language and Communication Needs (17%). The number of children in Havering with learning difficulties and disabilities (LDD) is expected to increase, most significantly among primary school age children. Current projections suggest an overall increase of 7.5% across all categories of LDD by 2017.

To mitigate the impacts of the proposed changes impacting on these cohorts, the proposed savings have been split over two years where possible, in order to give both providers and service users more time to prepare for and manage the changes. Where possible, current multiple and disparate contracts will also be brought together and streamlined so that services remain available for these service users but are provided in a manner that is more cost effective to the local authority.

It has also been identified through the review that some of the services currently commissioned from the voluntary sector specifically for children and young people with certain additional needs (e.g. ADHD) are available within mainstream provision. Where this is the case, it is intended to redirect the recipients of these children towards

mainstream provision where this is appropriate. This fits with the Council's overall strategy to move children and young people with SEND into mainstream provision wherever this is possible and appropriate, to allow more expensive and specialist provision to be focused on those children and young people with the greatest needs.

Where it has been identified that there is currently duplication of service provision and some of these services are to be decommissioned, existing recipients of the services to be decommissioned will be signposted to other services available in the community that are able to meet their needs.

Other Mitigating Actions

As well as the actions described above, all providers that are proposed to receive funding reductions as a result of the voluntary sector spending review will be offered support from the Council's Community Development team to identify and apply for alternative funding sources. As the Council is increasingly moving away from a grant giving to a commissioning approach, it is also planned to deliver procurement / tendering workshops for voluntary and community sector organisations in January / February 2016, to help maximise their potential to tender successfully to deliver commissioned services going forward.

Some of the organisations impacted by the proposals had already foreseen the probable impacts of reducing levels of funding being available from both the local authority and other sources and have already started taking active steps to secure alternative funding and to reduce their operating costs in line with the future level of resource that is likely to be available to them. Such organisations will be supported by the Council with their efforts in this regard should they wish.

During the various re-commissioning and retendering processes arising out of the review, bids for new services will also be welcomed on a consortium basis where appropriate. This means that smaller providers need not be disadvantaged as a result of the Council's intentions to bring together current disparate arrangements into larger and broader contracts and funding agreements.

A new Voluntary Sector Strategy and accompanying action plan was also adopted by the Council in June 2015, setting out how the Council will work to support the sector going forward, particularly in the context of being unable to provide as much financial support to the sector in future as has previously been the case. Progress in achieving the action plan is monitored by a cross-departmental steering group and reported regularly to the Overview and Scrutiny Board.

This page is intentionally left blank

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effects of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

Title:	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
Service impacted by proposed spending	The Disablement Association of Barking & Dagenham (DABD UK)				
Date Created	30/12/15	Review Date:	30/12/15	Version:	2
Author:	Priti Gaberria				

Page 101

Person completing EIA: Priti Gaberria	
Signed: _____	Date: 05/01/16
Person supervising EIA: Mary Phillips	
Signed: _____	Date: _____

Section 2 - Potential Issues

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
<p>Reduction in service</p>	<p>DABD provides services to young people with additional needs and / or disabilities through two key projects. The service is suitable for all young people aged 8 yrs – 18 yrs.</p> <p>Residential: To provide an overnight respite service, either a 2, 5 or 7 night residential (away from home) for young people with additional needs and / or disabilities</p> <p>Befriending: To provide a service to young people with additional needs and / or disabilities to access the community, attend activities and / or events or undertake task outside of the home which support the young person, their parent / carers and family.</p> <p>A reduction of funding will impact of the level of service the provider is currently able to offer to vulnerable young people.</p> <p>A reduction in service could potentially mean reduced options for respite for both young people and families, and could potentially result in more families</p>	<p>We have discussed the potential of a reduction in funding with the provider, and the provider has started to consider income generation and what services could be made available to families through direct payments.</p>

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
	<p>in crisis.</p> <p>The provider is working with both young people and families to develop resilience, and a reduction in funding could mean that there is a risk to maintaining provision that supports the development of independence for young people and families.</p>	
Decreased access to service	Decreased access to the service could impact on vulnerable young people and families in need of respite.	We don't anticipate that there will be decreased access to service due to the proposed reduction in funding.
Potential workforce impacts	Paid staff members and the voluntary workforce.	At this point we do not anticipate a reduction in workforce to manage the reduction. Should reductions in staff be required the organisation will be expected to follow its own organisational policies in relation to impacts on existing staff.
Impact on community engagement	The provision allows young people to access the community safely, whilst developing essential skills for future independence. A reduction in funding could mean that young people will have reduced opportunities to engage with the community.	Work with the provider to identify more universal activities which families and young people can access independently.
Impact on community cohesion	A reduction of funding will impact of the level of service the provider is currently able to offer to vulnerable young people. A reduction in service could	Planned consultation with stakeholders, families and young people on how services could be delivered differently.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
	potentially mean reduced options for respite for both young people and families, and could potentially result in more families in crisis.	

Section 3 - Potential Workforce Issues

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	We will be carrying out a survey of staff employed by DABD to determine those with protected characteristics; however the process will need to comply with DABD's process for existing staff.	December 2015	At this point we do not anticipate a reduction in workforce to manage the reduction. Should reductions in staff be required the organisation will be expected to follow its own organisational policies in relation to impacts on existing staff.	Not required yet		
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
DABD	March 16	Retendering		Formal retendering process	To be initiated	open	Priti Gaberria
Parents, carers and young people	February 16	Consultations with parents, young people and carers.		Formal retendering process	To be initiated	open	Priti Gaberria

Section 5 - Service Delivery Impacts and Issues

Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission’s paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty local authorities must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

Potential Service delivery impacts (Positive and Negative)

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	Reducing funding to this provider will impact on the service they are able to provide to vulnerable young people aged 8-18	December 2015	Work with provider to identify more universal activities which families and young people can access independently.	Ongoing	Open	Priti Gaberria
Disability	Services are aimed at young people aged 8 yrs – 18 yrs, including with Autistic Spectrum Conditions, young people with Behaviours that Challenge, learning difficulties, Epilepsy and other medical conditions; young	December 2015	Actions to be considered by provider: Continue to develop their approach to Direct Payments	To be considered	Open	DABD

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	<p>people in nappies, wheelchair users, those who need Peg feeding, restricted diets or being feed.</p> <p>DABD currently has a high volume of users and not enough staff resulting in service users not being able to access requested services.</p> <p>Residential trips are currently being organised by the provider therefore if a young person has a specific need it may be difficult to accommodate their needs on certain trips.</p> <p>Change of management and how this may impact on service delivery and staffing - New management is keen to advertise services when currently they are experiencing capacity / staffing issues.</p> <p>There is a risk of reducing funding as DABD is the only provider who currently offers overnight respite. In addition this provider is equipped to meet some of the more complex needs of young people, therefore significant reductions to the contract could</p>		<p>and Personal Budgets</p> <p>Make it clear what is available at each residential day / centre through leaflets and advertising therefore the family and young person can make an informed choice about whether the activity is suitable.</p> <p>To develop their marketing strategy, but ensure eligibility for services is clear</p> <p>Continue to develop bids to charities such as Children In Need, Big Lottery etc.</p> <p>Continue to work with this provider as they are experienced at managing some of the more complex young people being supported through short breaks. We would look to make some efficiency saving through developing a more robust delivery specification.</p>	<p>To be taken forward through the re-tendering process</p>	<p>Open</p>	<p>Priti Gaberria</p>

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	impact on future delivery.					
Sex	Reducing funding to this provider will impact on the service they are able to provide to vulnerable young people	December 2015	Work with provider to identify more universal activities which families and young people can access independently	Ongoing	Open	Priti Gaberria
Gender Reassignment	Provider does not gather this data		n/a			
Marriage & Civil Partnership	Provider does not gather this data		n/a			
Pregnancy & Maternity	Provider does not gather this data		n/a			
Race	Reducing funding to this provider will impact on the service they are able to provide to vulnerable young people	December 2015	Work with provider to identify more universal activities which families and young people can access independently	Ongoing	Open	Priti Gaberria
Religion or Belief	Provider does not gather this data	December 2015	Provider may consider collecting this information in the future to ensure services are meeting needs of diverse population	To be considered	Open	DABD
Sexual Orientation	Provider does not gather this data		n/a			

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Section 6: Data Sources

Data used	How has this information informed your decision
Voluntary sector review meetings and equality data	The VSR meetings have helped us to better understand delivery and key issues that are currently being faced by the provider, along with what the potential impact could be if funding is reduced. DABD receives funding from a number of different organisations and has already anticipated that there will be reductions to funding so have already started to consider how to deliver future services.
Quarterly monitoring data	Some of the activities have not be fully utilised so there has been under delivery, which could mean that support can be provided in a different way for families.

This page is intentionally left blank

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effect of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

Title:	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
Service impacted by proposed spending review:	Family Information Group (FIG)				
Date Created	30/12/15	Review Date:	30/12/15	Version:	2
Author:	Priti Gaberria				

Person completing EIA: Priti Gaberria	
Signed: _____	Date: 05/01/16
Person supervising EIA: Mary Phillips	
Signed: _____	Date: _____

Section 2 - Potential Issues

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
<p>Reduction in service</p>	<p>The FIG play scheme operates during school holidays, usually during the first four weeks of the summer holiday. The scheme opens from 10am-3pm.</p> <p>The scheme is appropriate for children and young people with a wide range of disabilities. Children are cared for with a 1:1 or 1:2 ratio.</p> <p>The service offers outings for young people to places such as Stubbers, Willow Farm, Digger Land, swimming at Corbets Tey, Paradise Wildlife Park and the seaside. Onsite days at the premises are also provided which may include entertainment from animal visits, magicians and bouncy castles, arts and crafts.</p> <p>A reduction of funding will impact of the level of service the provider is currently able to offer to vulnerable young people.</p> <p>The provider is working with both young people and families to develop resilience, and a reduction in funding could mean that there is a risk to maintaining provision that supports the development of independence for young people and families.</p>	<p>We have discussed the potential of a reduction in funding with the provider, and the provider has started to consider income generation and what services could be made available to families through direct payments.</p> <p>We intend to source other providers that will offer holiday provision through the re-tendering process.</p>

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
	<p>A reduction in service could potentially mean reduced options for respite for both young people and families, and could potentially result in more families in crisis.</p> <p>Holiday provision is highly sought after by families, and this is the only provider offering this service.</p> <p>A reduction to funding could mean that it becomes unviable for the provider to continue to deliver services.</p>	
Decreased access to service	Decreased access to the service could impact on vulnerable young people and families in need of respite.	We intend to work with the provider to develop the offer and access to services through re-tendering.
Potential workforce impacts	Paid staff members and the voluntary workforce.	At this point we do not anticipate a reduction in workforce to manage the reduction. Should a reduction in staff be required the organisation will be expected to follow its own organisational policies relating to the management of impacts on existing staff.
Impact on community engagement	The provision allows young people to access the community safely, whilst developing essential skills for future independence. A reduction in funding could mean that young people will have reduced opportunities to engage with the community.	Work with provider to identify more universal activities which families and young people can access independently.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
Impact on community cohesion	A reduction of funding will impact of the level of service the provider is currently able to offer to vulnerable young people. A reduction in service could potentially mean reduced options for respite for both young people and families, and could potentially result in more families in crisis.	Planned consultation with stakeholders, families and young people on how services could be delivered differently.

Section 3 - Potential Workforce Issues

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	We will be carrying out a survey of staff employed by the organisation to determine those with protected characteristics; however the provider will need to comply with its own process for existing staff.	December 2015	At this point we do not anticipate a reduction in workforce to manage the reduction. Should a reduction in staff be required the organisation will be expected to follow its own organisational policies relating to the management of impacts on existing staff.	Not required yet		
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
FIG	March 16	Retendering		Formal retendering process	To be initiated	Open	Priti Gaberria
Parents, carers and young people	February 16	Consultations with parents, young people and carers.		Formal retendering process	To be initiated	Open	Priti Gaberria

Section 5 - Service Delivery Impacts and Issues

Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission's paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty, local authorities must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

Potential Service delivery impacts (Positive and Negative)

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	Reducing funding to this provider will impact on the service they are able to provide to vulnerable young people aged 8-18	December 2015	Work with the provider to identify more universal activities which families and young people can access independently. Work with the provider to develop income generation to help sustain the project.	ongoing	open	Priti Gaberria
Disability	Services are aimed at young people aged 8 yrs – 18 yrs, including those with Autistic	December 2015	Actions to be considered by provider	To be considered	Open	FIG

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	<p>Spectrum Conditions, young people with Behaviours that Challenge, and learning difficulties.</p> <p>There is a risk of reducing funding as FIG is the only provider that currently offers holiday provision (play scheme). In addition this provider is equipped to meet some of the more complex needs of young people, therefore significant reductions to the contract could impact on future delivery.</p>		<p>Continue to develop their approach to Direct Payments and Personal Budgets</p> <p>Develop an income generation model and review delivery costs of provision.</p> <p>Continue to work with this provider as they are experienced at managing some of the more complex young people being supported through short breaks. We would look to make some efficiency saving through developing a more robust delivery specification.</p>	To be taken forward through the re-tendering process	Open	Priti Gaberria
Sex	Reducing funding to this provider will impact on the service it is able to provide to vulnerable young people	December 2015	Work with provider to identify more universal activities which families and young people can access independently, as well as support development of a future business model and income generation opportunities.	Ongoing	Open	Priti Gaberria
Gender Reassignment	Provider does not gather this data		n/a			

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Marriage & Civil Partnership	Provider does not gather this data		n/a			
Pregnancy & Maternity	Provider does not gather this data		n/a			
Race	Reducing funding to this provider will impact on the service it is able to provide to vulnerable young people	December 2015	Work with provider to identify more universal activities which families and young people can access independently as well as support the development of a future business model and income generation opportunities	Ongoing	Open	Priti Gaberria
Religion or Belief	Provider does not gather this data	December 2015	The provider may considering collecting this information in the future to ensure services are meeting the needs of the diverse population	To be considered	Open	FIG
Sexual Orientation	Provider does not gather this data		n/a			

Page 118

Section 6: Data Sources

Data used	How has this information informed your decision
Voluntary sector review meetings and equality data	The VSR meetings have helped us to better understand delivery and key issues that are currently being faced by the provider, along with what the potential impact could be if funding is reduced.
Quarterly monitoring data	Monitoring meetings support that the holiday provision is well attended and that it is a service that is much needed by families. We have had discussions with the provider about the current delivery model in relation to personalisation and moving to outcome based commissioning. The provider needs to be able to demonstrate how activities support young people in developing skills and to meet outcomes set out in Education, Health and Care (EHC) Plans.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effects of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

Section 1- Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

Title:	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
Service impacted by proposed spending review	Lambourne End				
Date Created	30/12/15	Review Date:	30/12/16	Version:	1
Author:	Georgina Shapley				

Person completing EIA: Georgina Shapley	
Signed: _____	Date: 05.1.16
Person supervising EIA: Priti Gaberria	
Signed: _____	Date: 05.1.16

Section 2 - Potential Issues

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
<p>Reduction in service</p>	<p>Lambourne End provides services to young people with additional needs and / or disabilities through two key projects, Family Fun Days and Food for Thought. The service is suitable for families with a disabled young person.</p> <p>Family Fun Days provide fantastic opportunities for families to take part in outdoor activities together in a relaxed, welcoming atmosphere.</p> <p>There is a risk that any further reduction to the contract will impact on the family fun days as the contract will become unviable to deliver. Lambourne End is currently the only provider to offer a family fun day, and this is in high demand from families.</p> <p>Food for thought is a transition project engaging disabled young people in meaningful activities working in a garden and farm environment to develop work skills as part of a team which will in turn build their confidence, self-esteem, raise their aspirations, support social interaction and encourage a positive outlook on life.</p> <p>A reduction in service will impact on the</p>	<p>Funding for Food for thought current comes from 4 streams, London Borough of Havering, Redbridge Transitions Services, Ernest Cook Trust and West Essex Clinical Commissioning Group.</p> <p>Provider to consider exploring other funding streams. Lambourne End reported that they will be making applications to Comic Relief and Children in Need. Provider to also consider introducing membership fees, which is currently being piloted with Redbridge.</p> <p>Develop a shop / café where the produce can be used. Looking to get bees to produce honey - both would generate funding / income</p> <p>The provider reported that the impact of decommissioning the food for thought project will not be major as the project is not being accessed correctly, the path way is not right and the logistics on the pathways need to be revised to fit the short breaks criteria. The Council will work with the provider to establish a robust pathway to access food for thought via the shorts breaks scheme.</p>

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
	vulnerable service users and their families, local site users, and potentially affect the provisions voluntary work force.	
Decreased access to service	Decreased access to the service could impact on vulnerable young people and families, which may result to families in crisis.	We don't anticipate that there will be decreased access to service due to the proposed reduction in funding.
Potential workforce impacts	Paid staff members and the voluntary workforce.	At this point we do not anticipate a reduction in workforce to manage the reduction. Should reduction in staff be required the organisation will be expected to follow its own organisational policies in relation to impacts on existing staff.
Impact on community engagement	The provision allows young people to access the community safely, whilst developing essential skills for future independence. A reduction in funding could mean that young people will have reduced opportunities to engage with the community.	Work with provider to identify more universal activities which families and young people can access independently.
Impact on community cohesion	A reduction of funding will impact of the level of service the provider is currently able to offer to vulnerable young people. A reduction in service could potentially mean reduced options for both young people and families, and could potentially result in more families in crisis.	Planned consultation with stakeholders, families and young people on how services could be delivered differently.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Section 3 - Potential Workforce Issues

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	A survey will be carried out of the staff employed by Lambourne End to determine those with protected characteristics; however the process will need to comply with Lambourne End's process for existing staff.	December 2015	<p>The service will be offered support to seek and apply for alternative funding sources</p> <p>The organisation will be expected to follow its own organisational policies in relation to impacts on existing staff if necessary.</p>	<p>To be initiated</p> <p>Not yet required</p>	Open	Georgina Shapley / Community Development Team
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Lambourne End	March 16	Retendering		Formal retendering process	To be initiated	Open	Georgina Shapley
Parent, carers and young people	February 16	Consultations with parents, young people and carers.		Formal retendering process	To be Initiated	Open	Georgina Shapley

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Section 5 - Service Delivery Impacts and Issues

Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission's paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty, local authorities must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

Potential Service delivery impacts (Positive and Negative)

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	Reducing funding to this provider will impact on the service they are able to provide to vulnerable young people aged 8-18 and their families	December 2015	Work with the provider to identify more universal activities which families and young people can access independently.	Ongoing	Open	Georgina Shapley
Disability	<p>Lambourne End provides services to young people with additional needs and / or disabilities through two key projects, Family Fun Days and Food for Thought. The service is suitable for families with a disabled young person</p> <p>Family Fun Days- There are four different activities on offer each day which are chosen to ensure that a variety of farm, environment and adventure activities can be enjoyed. Activities include archery, teambuilding, pony & cart rides, caving, kayaking, farm tour, climbing, ropes course, sensory</p>		<ul style="list-style-type: none"> • Currently receives funding from Essex CCG 16-25 improvement to health and wellbeing, Redbridge, individual schools and parents/carers • Develop a shop/café where the produce can be used. Looking to get bees to produce honey - both would generate funding/income 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Open</p> <p>Open</p>	<p>Lambourne End</p> <p>Georgina Shapley / Lambourne End</p>

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	<p>trail, swimming, fencing, bush craft, pond dipping, abseiling, goat show, bug hunt, orienteering or raft building. Activities vary in how physically demanding they are which allows each family to choose two which are most suited to their needs and interests.</p> <p>Food for Thought- Each person attending will take part in gardening activities; digging, sowing, weeding, watering, picking. They will taste fruit/vegetables and learn where food comes from. Activities (in/outdoors) vary depending on time of year, weather and abilities / interest within the group, as well as how physically demanding they are so that each individual can have a go at their own pace.</p> <p>Participants can attend regularly one day per week for an agreed period of time.</p> <p>School ages to attend one day a week- if this is a short break provision, this should not be taking</p>		<ul style="list-style-type: none"> • Parents/carers are willing to pay for the services - the option of personalised budgets and direct payments should be explored further. • 30 year lease has been granted, and the building strategy plan for the next 5 years is being developed therefore the premises is stabilised for future projects and any reduction in funding would not affect this • Provider to consider exploring other funding streams. Lambourne End reported that they will be making applications to Comic relief and Children in 	<p>Ongoing</p> <p>To be achieved through the re-tendering process</p>	<p>Open</p> <p>Open</p>	<p>Lambourne End</p> <p>Priti Gabberia</p>

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	<p>place during the school week.</p> <p>There is no continuity for the young people, as once they reach 100 hours, they can't continue the programme.</p> <p>The project is not suitable for young people with complex / physical needs as additional staff are required</p> <p>The impact of decommissioning will be not be major, as the project is not being accessed correctly, the pathway is not right and the logistics on the pathways need to be revised</p> <p>The project likely to be oversubscribed during the summer months however during the winter months it may be difficult to fill capacity.</p>		<p>Need. Provider to also consider introducing membership fees, which is currently being piloted with Redbridge.</p> <p>The Food for thought project is not current meeting its full capacity and it has been highlighted through the voluntary sector review that there will not be a major impact on the service if it was decommissioned, as the project is not being accessed correctly, the pathway is not right and the logistics to the pathways need to be revised. As a result of all the above points, saving to be realised through a more robust specification.</p>			
Sex	Reducing funding to this provider will impact on the service they are able to provide to vulnerable young people	December 2015	Work with provider to identify more universal activities which families and young people can access independently	Ongoing	Open	Georgina Shapley

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Gender Reassignment	Provider does not gather this data		n/a			
Marriage & Civil Partnership	Provider does not gather this data		n/a			
Pregnancy & Maternity	Provider does not gather this data		n/a			
Race	Reducing funding to this provider will impact on the service they are able to provide to vulnerable young people	December 2015	Work with provider to identify more universal activities which families and young people can access independently	Ongoing	Open	Georgina Shapley
Religion or Belief	Provider does not gather this data	December 2015	Provider may consider collecting this information in the future to ensure services are meeting needs of diverse population	To be considered	Open	Lambourne End
Sexual Orientation	Provider does not gather this data		n/a			

Page 127

Section 6: Data Sources

Data used	How has this information informed your decision
Voluntary sector review meetings and Equality data	The VSR meetings have helped us to better understand delivery and key issues that are currently being faced by the provider, along with what the potential impact could be if funding is reduced. Lambourne End receives funding from a number of different organisations and has already anticipated that there will be reductions to funding so has already started to consider how to deliver future services.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Quarterly monitoring data	Some of the activities have not be fully utilised so there has been under delivery, which could mean that support can be provided in a different way for families.
---------------------------	--

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effect of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

Page 129

Title:	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
Service impacted by proposed spending review	Willows				
Date Created	30/12/15	Review Date:	30/12/16	Version:	2
Author:	Priti Gaberria				

Person completing EIA:	
Signed: Priti Gaberria	Date: 05/01/15
Person supervising EIA:	
Signed: Mary Phillips	Date:

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
Removal of service	The removal of the service would have an impact on vulnerable young people with moderate disabilities aged 8-18	<p>There were a small number of young people accessing the services of Willows, and in most cases these young people were already accessing services at other providers.</p> <p>It would be possible to meet the needs of these young people through other commissioned services.</p>

Section 3 - Potential Workforce Issues

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	Removal of funding will impact on staffing however Willows need to comply with own processes in relation to managing impacts on existing staff.	January 2015	<p>The service was offered support to seek and apply for alternative funding sources</p> <p>The organisation will be expected to follow its own organisational policies in relation to managing impacts on existing staff.</p> <p>The provider was offered a meeting to discuss an exit strategy.</p>		Closed	
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Parents, carers and young people	March 15	Engagement with parents, young people and carers.	Advised that the contract has ended with Willows and supported families to source alternative services.		Completed	closed	
Willows	March 15	Advise Willows of end of contract	Advised that contract has ended with Willows and supported families to source alternative services.	Exit strategy meeting offered to provider.	Completed	closed	

Section 5 - Service Delivery Impacts and Issues

Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission’s paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty, local authorities must, in the exercise of their functions have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.

- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

Potential Service delivery impacts (Positive and Negative)

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	Ending the contract with this provider will impact on the service they are able to provide to vulnerable young people aged 8-18	Jan 15	There were a small number of young people accessing the services of Willows, and in most cases these young people were already accessing services at other providers. It would be possible to meet the needs of these young people through other commissioned services.	completed	closed	

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Disability	Services were aimed at young people aged 8 yrs – 18 yrs, including Autistic Spectrum Conditions, young people with Behaviours that Challenge and Learning difficulties	Jan 15	There were a small number of young people accessing the services of Willows, and in most cases these young people were already accessing services at other providers. It would be possible to meet the needs of these young people through other commissioned services.	completed	closed	
Sex	Services were aimed at young people of both sexes aged 8yrs – 18yrs, including Autistic Spectrum Conditions, young people with Behaviours that Challenge, Learning difficulties	Jan 15	There were a small number of young people accessing the services of Willows, and in most cases these young people were already accessing services at other providers. It would be possible to meet the needs of these young people through other commissioned services.	Completed	closed	
Gender Reassignment	Data not gathered		n/a			
Marriage & Civil Partnership	Data not gathered		n/a			
Pregnancy & Maternity	Data not gathered		n/a			
Race	Data not gathered		n/a			
Religion or Belief	Data not gathered		n/a			
Sexual Orientation	Data not gathered		n/a			

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Section 6: Data Sources

Data used	How has this information informed your decision
Monitoring meetings	Regular monitoring meetings highlighted contract compliance issues hence decision to end contract in line with the end date of the framework.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effects of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

Section 1- Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

Title:	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
Service impacted by proposed spending review	Attention Deficit Disorders Uniting Parents in Havering, Barking & Dagenham and Surrounding Areas (Add+Up)				
Date Created	30/12/15	Review Date:	30/12/16	Version:	1
Author:	Georgina Shapley				

Person completing EIA: Georgina Shapley	
Signed: _____	Date: 05.01.2016
Person supervising EIA: Priti Gaberria	
Signed: _____	Date: 05.01.2016

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan
Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
Reduction in service	<p>Add up offers support, information, and guidance for families of children diagnosed or awaiting a diagnosis of ADHD and associated disorders including children presenting with challenging behaviour</p> <p>A reduction in the service would impact on those vulnerable service users with ADHD and the parents, carers and siblings of those young people, as there is not be a provision available to this specific cohort of young people</p>	<p>Children with ADHD will be are able to access mainstream provisions</p> <p>Add Up could look at income generation through charging a nominal fee to users as well as generating funding from offering bespoke training to schools and other professionals.</p>
Removal of service	<p>There is a risk associated with decommissioning this provision as Add Up provides a niche service for this cohort of young people, which would mean that this cohort of young people could be left without a service. If the service is decommissioned, children with ADHD will not be able to attend a project specifically for their needs.</p> <p>It is likely that the provider will challenge the decision not to provide funding and this could be a risk for the council.</p>	<p>Officers feel that there is a need for some early intervention but it is not appropriate for the Children and Adults with Disabilities (CAD) team to continue to fund the service, as the young people accessing this area of provision do not meet the threshold for short breaks.</p> <p>Areas that can be explored are:</p> <ul style="list-style-type: none"> -Provide training to parents in PRUs and charge for this training. Also give training to teachers, e.g. Developing the Monster Inside programme. By completing this, income could be generated to fund services decommissioned by the local authority. -Working with colleagues on alternative provision. The organisation has been approved to go onto the AP list. - Explore Health Funding

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
		<p>-Add Up could look at income generation through charging a nominal fee to users as well as generating funding from offering bespoke training to schools and other professional.</p>
<p>Decreased access to service</p>	<p>A reduction in the service would impact on those vulnerable service users with ADHD and the parents, carers and siblings of those young people, as there would be reduced provision available to this specific cohort of young people</p>	<p>Children with ADHD will be are able to access mainstream provisions</p> <p>Add Up could look at income generation through charging a nominal fee to users as well as generating funding from offering bespoke training to schools and other professionals.</p>
<p>Potential workforce impacts</p>	<p>The decommissioning of this provision may impact on paid workforce and the voluntary workforce</p>	<p>The organisation is expected to follow its own organisational policies in relation to managing impacts on existing staff</p>
<p>Impact on community engagement</p>	<p>The decommissioning of this provision will impact on local vulnerable young people with ADHD and the parents, carers and siblings of those young people.</p> <p>The provision allows young people to access the community safely whilst developing life skills. This cohort of young people may have a reduced ability to access the community safely if this service is decommissioned, which may result in social isolation, and in turn result in families reaching crisis point.</p>	<p>Support the provider to signpost service users to other provisions available locally.</p> <p>Add Up reported that they do not know who receives direct payments. They are aware that some young people do access Sycamore Trust or Carer's Trust, however they have not kept any record of this</p> <p>Continue to sell programmes, e.g. teacher and parent training, and training for the behaviour support team delivered to council staff. Training programme for health. Again this could generate income.</p>

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Section 3 - Potential Workforce Issues

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	A survey will be carried out of the staff employed by Add Up to determine those with protected characteristics; however the process will need to comply with Add Ups process for existing staff.	December 2015	The service will be offered support to seek and apply for alternative funding sources The organisation will be expected to follow its own organisational policies on existing staff.	In progress Not required yet	Open	Georgina Shapley
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Internal departments within LBH		Alternative funding sources to be discussed with other teams		Investigate if the services can continue to be delivered by Children and Young Peoples team and / or early intervention funding	To be initiated	Open	Georgina Shapley
Add Up	March 16	To be informed of outcome of the voluntary sector review	Decommissioning of services has not been formally discussed with the provider	To be initiated	To be initiated	Open	Georgina Shapley

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Section 5 - Service Delivery Impacts and Issues

Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission's paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty, local authorities must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

Potential Service delivery impacts (Positive and Negative)

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	Reducing funding to this provider will impact on the service they are able to provide to vulnerable young people aged 8-18	December 2015	Work with provider to identify more universal activities which families and young people can access independently.	Ongoing	Open	Georgina Shapley
Disability	<p>The service provides school holiday provision, after school provision & Saturday and Sunday provision. Add Up offers support, information, and guidance for families of children diagnosed or awaiting a diagnosis of ADHD and associated disorders including children presenting challenging behaviour, including:</p> <ul style="list-style-type: none"> •Training for parents/children •Volunteer / mentoring training programme for young people <p>The service is over-subscribed at 25 per day (including out of borough children)</p> <p>The organisation currently does not receive any funding from health.</p> <ul style="list-style-type: none"> •Add Up currently does not have any 	December 2015	<ul style="list-style-type: none"> •Young people attending Add Up could go to universal provisions but tend to be removed because of their behaviour •Give training to parents in PRU and charge for this. Also give training to teachers. Developing the Monster Inside programme. By completing this, income could be generated to fund decommissioned services from local authority. •Continue to sell programmes - teacher and parent training, and training for the behaviour support team delivered to council staff. Training programme for health. Again this could generate income. •Working with colleagues on alternative provision. The organisation has been approved to 	Ongoing	Open	Georgina Shapley Add Up

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	<p>quality marks as they cannot afford the process</p> <ul style="list-style-type: none"> •Add Up reported that they do not know who receives direct payments. They are aware that some young people do access Sycamore Trust or Carers Trust, however they have not kept any record of this •Add Up does not track the progress of the young people attending once they leave the provision •Siblings are encouraged to attend so that they can better understand and will do a lot of work with the sibling. They work with different key workers to start with and then separated to build their own identity, allowing siblings to also develop on their own and not have the constant responsibility 		<p>go onto AP list.</p> <ul style="list-style-type: none"> •Explore Health Funding • The young people accessing this area of provision do not meet the threshold for short breaks. This causes confusion about what other support families can access. •Add up could look at income generation through charging a nominal fee to users as well as generating funding from offering bespoke training to schools and other professional 			
Sex	Reducing funding to this provider will impact on the service they are able to provide to vulnerable young people	December 2015	Work with provider to identify more universal activities which families and young people can access independently	Ongoing	Open	Georgina Shapley
Gender Reassignment	Provider does not gather this data		n/a			
Marriage & Civil Partnership	Provider does not gather this data		n/a			
Pregnancy & Maternity	Provider does not gather this data		n/a			
Race	Reducing funding to this provider will	December	Work with provider to identify more	Ongoing	Open	Georgina

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	impact on the service they are able to provide to vulnerable young people	2015	universal activities which families and young people can access independently			Shapley
Religion or Belief	Provider does not gather this data		Provider may consider collecting this information in the future to ensure services are meeting needs of diverse population	To be considered	Open	Add Up
Sexual Orientation	Provider does not gather this data		n/a			

Section 6: Data Sources

Data used	How has this information informed your decision
Voluntary sector review meetings and equality data	The VSR meetings have helped us to better understand delivery and key issues that are currently being faced by the provider, along with what the potential impact could be if funding is reduced. Add Up receives funding from a number of different organisations and has already anticipated that there will be reductions to funding so have already started to consider how to deliver future services.
Quarterly monitoring data	Some of the activities have not be fully utilised so there has been under delivery, which could mean that support can be provided in a different way for families.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effects of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions.

Page 143

Title:	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
Service impacted by proposed spending review	Barnardos - Young Carers Assessments, fortnightly after school club, trips and outings, individual case work, family case work, therapeutic interventions				
Date Created	22/12/15	Review Date:	At end of next contract	Version:	1
Author:	Deborah Redknapp				

Person completing EIA: Insert name of individual(s) writing EIA	
Signed: <u> D. Redknapp </u>	Date: <u> 22/12/15 </u>
Person supervising EIA: Insert name of individual responsible for agreeing activities and ensuring that the activities are undertaken	

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Signed:



Date: 22/12/15

Section 2- Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
The service will be part of a generic young carers service	Young carers – less targeted to specific group i.e. aged 8	A young carers service will be re-commissioned to include all young carers and can be matched to service users' needs within the available resources
Location of service may change (from My Place) + travelling distance	Young carers / families	Provider will be required to locate the service in close proximity to the majority of young carers' home addresses within the available resources
The contribution from Barnardos may be at risk (£28K)	Reduced resources and capacity	The current Barnardos service is valued at £60K and this attracts an additional £28K from Barnardos' core funding. We are expecting to go out to tender with a budget of circa £57K and Barnardos will be invited to bid for the service. If Barnardos is successful it is expected that the additional resource will continue for the time being.
Reduced level of service i.e. Young Carers assessments, individual case work and family case work will be provided by the Council's Early Help team rather than the young carers support service	The level of capacity and expertise needed	The Early Help team will undertake the young carers assessments and any preventive interventions that are required by the family should they meet the Early Help criteria. This is especially pertinent to young people caring as a consequence of substance misuse, mental health issues etc. so as to prevent family breakdown.

Section 3 - Potential Workforce Issues

Early Help Team: The Early Help team may require training to enable them adequately to complete the young carers assessments.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Barnardos Staff: The Barnardos staff team is made up of employed staff and volunteers. If 50% of paid employed staff time is spent on this contract they will be subject to TUPE as part of the tender process and will therefore be protected. Additionally Barnardos is a national charity that has circa 8381 employees (2015 annual report) and more than 16000 volunteers so it is expected that existing staff who would prefer to remain with Barnardos could be redeployed within the Barnardos organisation.

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	<p>The demographic breakdown of Barnardos staff (employed and volunteers) is as follows:</p> <p>Staff who have a disability - 2</p> <p>The age range of staff working with young carers includes those aged 18-30 (3), 30-50 (2) and over 50 (3)</p> <p>The ethnicity of the staff – 3 Black African, 1 of mixed ethnicity and 4 White British</p>					
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

Page 145

Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Barnardos	11/09/2015	Initial information and consultation meeting	Providers were anxious about the outcome of the review (i.e. decommissioning) but welcomed the opportunity to describe their service in detail and the level of engagement.	No further action	completed	closed	
		Letter of	Questionnaire was completed	Clarification	completed	closed	VB

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Barnardos	1/10/2015	termination questionnaire		questions raised.			
Barnardos	22/10/2015	Clarification	Further clarifications were raised in a couple of areas	No further action	completed	closed	VB
Barnardos	22/10/2015	Meeting and additional questionnaire	The issue was raised about the additional funding from Barnardos	Barnardos was asked to present a plan for a scaled down service omitting the family intervention and 121 support elements. Barbados has been reluctant to undertake this task due to concerns for staff.	Due to concerns raised we have decided not to pursue this action	Closed	VB
Young carers / families	09/11/2015	Visit to the service and engagement with the young carers and separately with family members present.	<p>Engagement with young carers and parents. The key points that came from the engagement were the following :</p> <p>Young people talked about being teased at school for having a sibling or parent with a disability and it was good to meet with other young people who face the same issues.</p> <p>“I like coming to club and mixing with children who may have similar problems or worries as me”</p> <p>Parents mentioned not being isolated and have managed to build friendship</p>	The points raised will be incorporated into the service specification for the tender.	Service specification to be written and agreed	Open	VB

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

			<p>with other parents in a similar position</p> <p>Location was also important so they can transport the children to the club</p> <p>Young people would like the club to happen weekly instead of monthly</p>				
--	--	--	---	--	--	--	--

Section 5 - Service Delivery Impacts and Issues

Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission’s paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty, local authorities must, in the exercise of their functions have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

Potential Service delivery impacts (Positive and Negative)

The service will be re-commissioned as part of a generic young carers support service

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	The current young carers services are commissioned by a number of factors including age (8+)	September 2015	All young cares, irrespective of age, will have access to the newly commissioned young carers support.	Service specification to be finalised.	open	VB
Disability	Ensuring the service is in close proximity to the young carer's home so that a parent with a disability can manage transport.	VB	This will be a quality question that will be raised and scored during the tender. We will investigate with the new provider a location for continuity of provision	Establishing the likelihood of succession planning at the new location.	open	VB
Sex						
Gender Reassignment						

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

Section 6 - Data Sources

Data used	How has this information informed your decision
Contract monitoring data	The Barnardos Young Carers service is commissioned to provide a flexible range of functions and activities and the Quarter 2 data indicates that the service is meeting all of its targets in terms of numbers of young carers engaging with the various services. Almost half of the young carers being supported are receiving individual case work which could be offered by the Early Help team should they meet the Early Help criteria.
Feedback from engagement exercise	Will be used to develop the new service specification

This page is intentionally left blank

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effect of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.


Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

Page 151

Title:	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector			
Service impacted by proposed spending review	<p>Carers Trust - Young Carers (siblings with a special need or disability); Young Carers Saturday Club (24 sessions)</p> <p>The Saturday Club provides a safe and stimulating environment for young people with a disability to develop social, physical and recreational skills. Sessions run for 3 hours for 24 weeks a year. A maximum of 15 young people attend each session.</p> <p>The Fun Fit Club is for any family in the London Borough of Havering that has a family member under the age of 18 with a disability or chronic illness. The club encourages and promotes social interaction, physical exercise, well-being and confidence amongst all family members (including siblings) through low impact exercise and games. The sessions run on</p>			
Date Created	22/12/15	Review Date:	18/01/16	Version: 2
Author:	Deborah Redknapp			

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Person completing EIA: Insert name of individual(s) writing EIA	
Signed: <u>U Beaton</u>	Date: <u>22/12/15</u>
Person supervising EIA: Insert name of individual responsible for agreeing activities and ensuring that the activities are undertaken	
Signed: 	Date: <u>23/12/15</u>

Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
The existing service will be de-commissioned and a new young carers' service will be commissioned that provides for all young carers. The service will be part of a generic young carers service going forward	Targeted young carers	The service will be re-commissioned to include all young carers and can be matched to service users' needs. During the tender processes we will be seeking assurance that bidders are able to meet the needs of young carers from a range of backgrounds and caring roles (i.e. carers of parents, siblings or both). We will offer the service on a consortium basis.
Location of the service may change	Young carers / families	A new provider will be required to locate the service in close proximity to the majority of young carers' home addresses, within the financial envelope
If the current level of funding is reduced, the provider would not be able to maintain the current level of service delivery.	Young carers / families / young people with additional needs	Carers Trust to be encouraged to develop a relationship with the YMCA's special needs gym. Carers Trust to consider expanding the Fun Fit Club across the borough (as it is currently only available at one location) and also to consider holding these sessions in parks and open spaces.
Some Carers Trust funding responsibility is	Learning & Achievement budgets	This has been agreed with colleagues in Learning and

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
being transferred to Learning and Achievement		Achievement.

Section 3 - Potential Workforce Issues

All staff are employed by the provider.

Saturday Club sessions are staffed by one Lead Worker, one Care Support Worker and four Play Workers. There are no volunteers.

The Fun Fit Club is run by a qualified instructor, assisted by a Care Support Worker. Parents and carers facilitate their children during the sessions.

If 50% of paid employed staff time is spent on this contract they will be subject to TUPE as part the tender process.

No other specific workforce issues have so far been identified.

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age						
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual						

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Orientation						
-------------	--	--	--	--	--	--

Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Carers Trust	11/09/2015	Initial information and consultation meeting	Providers were anxious about the outcome of the review (i.e. decommissioning) but welcomed the opportunity to describe their service in detail and the level of engagement	No further action	completed	closed	VB
Carers Trust		Letter of termination questionnaire	Questionnaire was completed	Clarification questions raised.	completed	closed	VB
Carers Trust	03/11/2015	Clarification	Further clarifications were raised in a couple of areas	No further action	completed	closed	VB
Carers Trust	03/11/2015	Meeting and additional questionnaire	<p>Joint meeting with the Learning and Achievement team –</p> <p>The provider suggested that there may be young carers in the community that we are unaware of.</p> <p>Feedback on the self-review process - The provider found the questions repetitive and suggested that general questions about their service could be</p>	<p>The identification of young carers has been built into other contracts such as the adult drug and alcohol service.</p> <p>Additionally if the Early Help service carries out young carers assessments (as is planned), further young carers maybe identified</p>	completed	closed	VB

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
			<p>collated together.</p> <p>Cares Trust informed us that they will not be able to continue providing the service to young carers should the contract value be reduced.</p>	<p>It was agreed that the questions were repetitive however service specific information was required.</p> <p>No action required. All young carers, irrespective of age, will have access to the newly commissioned young carers support.</p>			
Providers of Young Carers Support		Retendering		Procurement to be undertaken	To be initiated	open	VB

Section 5 - Service Delivery Impacts and Issues

Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission’s paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty local authorities must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

Potential Service delivery impacts (Positive and Negative)

The service will be re-commissioned as part of a generic young carers support service

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	The young carers Saturday Club provides 24 sessions for all aged children.		The newly commissioned young carers support will cater for all age children.	To be taken forward through the retendering process	open	VB
Disability	<p>Ensuring the service is in close proximity to the young carers' homes so that a parent with a disability can manage transport.</p> <p>The existing service has had to relocate and is sourcing an alternative location.</p> <p>A change of premises could also impact on those children with physical needs.</p>	21/12/2015	This will be a quality question that will be raised and scored during the tender. We will investigate with the new provider a location for continuity of provision	Establishing the likelihood of succession planning at the new location.	open	VB
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Section 6: Data Sources

Data used	How has this information informed your decision
Contract monitoring data	The service is contracted to provide 24 sessions per annum with a maximum of 20 children per sessions. In total only 13 children have attended the booked sessions which means the service is underused.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effects of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

Page 159

Title:	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector			
Service impacted by proposed spending review	First Step <ul style="list-style-type: none"> • Young Carers – Reframe Kids (£9750.00) 			
Date Created	22/12/15	Review Date:	18 th January 2016	Version: 3
Author:	Deborah Redknapp			

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Person completing EIA: Insert name of individual(s) writing EIA	
Signed: <u>U Beaton</u>	Date: <u>22/12/15</u>
Person supervising EIA: Insert name of individual responsible for agreeing activities and ensuring that the activities are undertaken	
Signed: 	Date: <u>22/12/15</u>

Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
Reframe Kids provides support to younger carers (aged 5-8) who have a brother or sister with special need or a disability	Parents / families who have children aged 5-8 who have a sibling with special needs or a disability	Service will be re-commissioned to include all young carers and advocates can be matched to service users' needs. During the tender processes we will be seeking assurance that bidders are able to meet the needs of young carers from a range of backgrounds and caring roles i.e. carers of parents, siblings or both. We will offer the service on a consortium basis.
Location of service may change (from First Step)	Young carers / families	A new provider will be required to locate the service in close proximity to the majority of young carers' home addresses and within the allocated resources.
Reduced level of service i.e. Young Carers assessments, individual case work and family case work	The level of capacity and expertise needed	Young Carers assessments will be undertaken by local authorities Early Help team. This will support the transition to individual case work where this has been identified.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Section 3 - Potential Workforce Issues

There is no direct impact on Council staff as the grant does not fund any LBH staff.

If 50% of the provider's paid employed staff time is spent on this contract they will be subject to TUPE as part the tender process and will therefore be protected.

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	We will be carrying out a survey of staff employed by First Step to determine those with protected characteristics; however, the process will need to comply with First Step's process for existing staff. 2 sessional workers are used alongside 2 sessional volunteers	Jan 2016	The organisation will be expected to follow its own organisational policies relating to managing the impacts on existing staff.		Open	First Step
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

Page 161

Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
First Step	11/09/15	Initial information and	Providers were anxious about the outcome of the review (i.e. decommissioning) but welcomed the	No further action	completed	closed	

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
		consultation meeting	opportunity to describe their service in detail and the level of engagement.				
First Step	October 2015	Letter of termination questionnaire	Questionnaire was completed and returned	Clarification questions raised.	completed	closed	VB
First Step	3/11/15	Clarification	Further clarification was raised in a couple of areas and responded to	No further action	completed	closed	VB
First Step		Meeting and additional questions	<p>First Step again reiterated their willingness to participate in the review process. During the discussion First Step explained that they anticipated having to move from being local authority funded to be self-supporting and have planned for this scenario. They agreed to share this plan but despite several requests from the commissioners this has yet to happen.</p> <p>Feedback - Questionnaire was difficult to match to the council's strategic outcomes</p>	Clarification sought from the Council's Early Help team that the First Step Early Help service was being provided by the Early Help team and this was confirmed.	completed		
First Step		Additional meeting with First Step – Early years and family support.	First Step to share its self-funding plan and a further meeting to be arranged to discuss the transition.	First Step self-funding plan to be shared and further meeting to be arranged.	Awaiting receipt of information	open	VB
Providers of Young Carers		Retendering		Procurement to be undertaken	To be initiated	Open	VB

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Support							

Section 5 - Service Delivery Impacts and Issues

Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission’s paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty, local authorities must, in the exercise of their functions have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

Potential Service delivery impacts (Positive and Negative)

The service will be re-commissioned as part of a generic young carers support service

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	The current young carers services are commissioned by a number of factors including age (5-8yrs).	September 2015	All young cares, irrespective of age, will have access to the newly commissioned young carers support.	Service specification to be finalised.	open	VB
	There is currently no other provision specifically for families of children aged 0-5 with an undiagnosed condition	January 2015	The Council is currently working to increase the inclusivity of its own children's centre services to make them more accessible to children with special educational needs and disabilities (SEND) and their families, so that they can access a wide range of universal, inclusive and integrated services from these settings, and an even wider range of services through onward referral to partner		ongoing	JT

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

			<p>services where appropriate. Some local peer support groups also cater for this cohort of children. Some local pre-schools and nurseries also provide services for children aged under 5 with social communication or autistic spectrum disorders whose needs cannot be met within mainstream nursery provision.</p>			
Disability	Ensuring the service is in close proximity to the young carer's home so that a parent with a disability can manage transport.	21/12/2015	This will be a quality question that will be raised and scored during the tender. We will investigate with the new provider a location for continuity of provision	Establishing the likelihood of succession planning at the new location.	open	VB
Sex	<p>The gender profile of children and families accessing First Steps services is broadly in line with the gender profile of the borough as a whole, suggesting that neither males nor females are disproportionately affected by the proposal.</p> <p>However the gender profile of SEND children indicates that boys are twice as likely to have a SEND statement than girls. It is also known that there is a higher</p>	January 2015	The Early Help service will continue to work closely with partners in the Health service (e.g. community nurses who carry out development checks within children's centres) to ensure that together we identify and address higher levels of need for specialist pre-school education for children and their families.	ongoing	Open	JT

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

	prevalence of autism amongst boys than girls. This would suggest that the gender profile of service users is not currently reflective of the gender profile of all children with SEND.					
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

Page 166

Section 6: Data Sources

Data used	How has this information informed your decision
Contract monitoring data	The service is contracted to work with 20 unique new children per year. During Quarter 2, 9 young carers attended (2 full time, 2 x seven sessions, 2 x six sessions, 1 x five sessions and 2 x 3 sessions). The First Step service has a very limited focus and caters for a small group of children. These young carers could be supported within a newly commissioned young carers' service that has a broader brief and is available for a range of young carers

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

What is Equality Impact Analysis?


The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effects of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

Page 167

Title:	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
Service impacted by proposed spending review	The Children's Society – Advocacy Service and Missing Service.				
Date Created	22/12/15	Review Date:	22/02/2016	Version:	1
Author:	Deborah Redknapp				

Person completing EIA: Deborah Redknapp	
Signed: 	Date: 23/12/15
Person supervising EIA: Tim Aldridge	
Signed: Tim Aldridge	Date: 05/01/2015

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
Missing Service – It is the intention to de-commission this service from the Children’s Society	Missing children and young people identified as at risk of absconding, Social Care, the police, families and carers.	The missing service will be brought in-house and will be provided by the Early Help team.
Advocacy - It is the intention to de-commission this service from the Children’s Society	Children and young people	The Advocacy service will be brought in-house and will be provided by the Early Help team
Advocacy to support young people who may make a complaint against the council will be best provided from a third party organisation	Children and young people	Advocacy to support young people who would like to make a complaint against the council to be commissioned from a third party organisation.
The provision of advocacy to looked after children is a statutory duty for the local authority	Looked after children, Social Care	The Advocacy service will be brought in-house and will be provided by the Early Help team

Section 3 - Potential Workforce Issues

Whilst there are possible redundancies in the Children’s Society service, the Children’s Society is a large national organisation and there are likely to be opportunities for those affected in other areas of provision. The organisation has an annual turnover of over £45 million, spending £28 million on services to children. The Children’s Society raised over £23 million through fundraising in 2014/15.

The Council’s Early Help Service will be undergoing a re-organisation from January 2016. The new structure will include a dedicated team to provide advocacy and participation work, plus three posts responsible for conducting return home interviews,

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

and supporting young people who go missing. These new roles will provide opportunities for existing staff members to develop new skill sets.

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age						
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Children's Society	11/09/15	Initial information and consultation meeting	Providers were anxious about the outcome of the review(i.e. decommissioning) but welcomed the opportunity to describe their service in detail and the level of engagement.	No further action	completed	closed	
Children's Society	25/09/15	Letter of termination & questionnaire sent	Questionnaire was completed	Clarification questions raised.	completed	closed	MM
Children's Society	26/10/15	Clarification questions required.	Further clarifications were raised in a couple of areas	No further action	completed	closed	MM

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Children's Society	26/10/15	Meeting and additional questionnaire	<p>Missing: The Children's Society welcomed the engagement with the local authority and the opportunity to discuss various options. The Children's Society informed commissioners that current staffing issues have had an impact on services and they were covering the service within existing resources. They also highlighted concerns about the missing process and delays in gaining information to enable them to carry out timely missing interviews.</p> <p>Advocacy: Discussion took place about how to maximise the existing resource so as to advocate on behalf as many young people as possible.</p>	<p>To review the exchange of information process to remove barriers.</p> <p>The Children's Society to recruit a new staff member.</p> <p>The Children's Society to review the advocacy process.</p> <p>The Children's Society to help young people manage one issue and then discharge.</p>	completed	Closed	GJ/HH
Social Care	Nov / Dec 2015	Discussion regarding changes to current provision	<p>Missing. Concerns have been raised about the lack of return home interviews being carried out by the commissioned service in their entirety and within 72 hours. It was agreed that the Early Help service could provide this service in house and provide continuity of care across a wider workforce. This will be strengthened by in-house training and a close working relationship with social workers. Some of the barriers that have existed will be removed such as all children's services having access to the Children's Case Management (CCM) system, joint training and a shared process.</p> <p>Advocacy: The existing commissioned advocacy service has limited capacity to meet the demands of the service. This has created waiting time for young people. By bringing the service in house, the Early Help team will be</p>	<p>Review Early Help structure to meet the demands for missing and advocacy</p> <p>For those young people who need an advocate for times when a complaint against the council is made an independent organisation will be sourced.</p>	completed	Closed Open	DH DR

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

			<p>able to offer a seamless service and have greater capacity to meet the service demands.</p> <p>The missing service and advocacy will be met from existing resources and topped up from the from the remaining voluntary sector budget. This will create better value for money provision.</p>				
--	--	--	--	--	--	--	--

Existing and potential future service users would be considered a hard-to-reach group in terms of consultation and engagement. One role of the new participation team will be to consult service users about how they would like to receive a service going forward.

Section 5 - Service Delivery Impacts and Issues

Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission’s paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty, local authorities must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

Potential Service delivery impacts (Positive and Negative)

We project an improvement in the service provided to young people by bringing elements of these services in-house. Through more rigorous performance management, closer links with referring teams, a shared database and use of local knowledge, we expect to deliver a more responsive, successful and higher-volume service than has been achieved to date.

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age						
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Sexual Orientation						
--------------------	--	--	--	--	--	--

Section 6: Data Sources

Data used	How has this information informed your decision
Contract monitoring data	<p>Missing: Q1 and Q2 data for missing children indicates that return home interviews are conducted on circa 20% of missing children against a target of 70%.</p> <p>·</p> <p>Advocacy: The service is meeting its required numbers but the capacity does not meet the service demands.</p> <p>Through bringing the service in-house we will increase the capacity and also improve the communication between the provider and the referring social worker. The Early Help team will use the same case management system (CCM), minimising potential delays and information-sharing difficulties. The Early Help service is part of the same management team as Children’s social care – monitoring of performance can take place on a more frequent basis with rapid response to concerns. Providing this service through a local team enables the use of local knowledge to assist in developing strategies to engage with the young people.</p>

This page is intentionally left blank

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

What is Equality Impact Analysis?



The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effects of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

Page 175

Title:	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
Service impacted by proposed spending review	Sycamore Trust – Advice and information on Autistic Spectrum Disorders				
Date Created	22/12/15	Review Date:	N/A	Version:	1
Author:	Deborah Redknapp				

Person completing EIA: Insert name of individual(s) writing EIA	
Signed: 	Date: 22/12/15
Person supervising EIA: Insert name of individual responsible for agreeing activities and ensuring that the activities are undertaken	
Signed: 	Date: 22/12/15

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
<p>This service provides advice and information rather than support for young carers. As a consequence it will be de-commissioned.</p>	<p>Parents / families who need advice and information about Autistic Spectrum Disorders</p> <p>Children and families having specialist support, in regard to level of capacity and expertise needed</p> <p>Parents / families who are given strategies for managing difficult behaviour.</p>	<p>Parents / families will be signposted to alternative sources of information, such as the newly commissioned Autistic Spectrum advice shop in Romford town centre, the internet, their GP and other health professionals</p> <p>Sycamore Trust will continue to be commissioned by Learning and Achievement to provide short breaks so will remain in the borough as a provider with specialist knowledge.</p> <p>The Early Help team will undertake the young carers assessments and any preventive interventions that are required by the family. This is especially pertinent to young people caring as a consequence of substance misuse, mental health issues etc. so as to prevent family breakdown</p>
<p>The number of children in the borough being diagnosed with autism is increasing. If the current level of funding is reduced, the provider would not be able to maintain the current level of service delivery</p>	<p>Sycamore Trust</p>	<p>Provider to consider developing its approach to Personal Budgets and Direct Payments, and to investigate trading its training to schools and employers.</p> <p>Support to be offered to the provider to identify and apply for alternative funding sources.</p>
<p>Decommissioning the information and governance provision could de-stabilise the organisation</p>	<p>Parents / families who need advice and information about Autistic Spectrum Disorders</p>	<p>The information and governance contribution to Sycamore Trust is £18K. Learning and Achievement fund £65,509 for short breaks and this will continue.</p>

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Section 3 - Potential Workforce Issues

If 50% of paid employed staff time is spent on this contract they will be subject to TUPE as part the tender process.

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	<p>A survey will be carried out of the staff employed by Sycamore Trust to determine those with protected characteristics; however the process will need to comply with Sycamore Trust process for existing staff.</p> <p>The service provision is provided by one part time employee (3 days per week)</p>	January 2016	<p>The service will be offered support to seek and apply for alternative funding sources</p> <p>The organisation will be expected to follow its own organisational policies on managing the impact on existing staff if required.</p>	<p>To be initiated</p> <p>Not yet required</p>	Open	VB / Community Development team
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

Page 177

Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Sycamore Trust	11/09/15	Initial information and consultation	Providers were anxious about the outcome of the review (i.e. decommissioning) but welcomed the opportunity to describe their service in	No further action	completed	closed	

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
		meeting	detail and the level of engagement.				
Sycamore Trust		Letter of termination questionnaire	Questionnaire was completed	Clarification questions raised.	completed	closed	VB
Sycamore Trust		Clarification	Further clarifications were raised in a couple of areas	No further action	completed	closed	VB
Sycamore Trust	21/10/15; 02/11/15	Meeting and additional questionnaire	<p>Priorities could change but this would have a consequential effect on support to the parents and families. It would create a gap, as they have to work with the families as a whole, rather than just the young carer.</p> <p>A generic service may not have the same level of specialisation around autism</p>			Closed	VB
Young carers / families	23/12/15	Visited the information shop in Romford town centre to assess quality of information.	<p>The shop currently provides information for adults. There is the potential to develop the website to provide information for children.</p> <p>Families who come into the shop and have children in the family unit are referred on to the Independent Family Worker, who can give advice and support to the whole family.</p>		completed	closed	VB
Providers		Retendering		Procurement to be	To be	Open	VB

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
of Young Carers Support				undertaken	initiated		

Section 5 - Service Delivery Impacts and Issues

Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission’s paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty local authorities must, in the exercise of their functions have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

Potential Service delivery impacts (Positive and Negative)

The service will be re-commissioned as part of a generic young carers support service

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	The current young carers services are commissioned by a number of factors including age (8+)	September 2015	All young carers, irrespective of age, will have access to the newly commissioned young carers support.	Service specification to be finalised.	open	VB
Disability	Ensuring the service is in close proximity to the young carer's home so that a parent with a disability can manage transport.	21/12/2015	This will be a quality question that will be raised and scored during the tender. We will investigate with the new provider a location for continuity of provision	Establishing the likelihood of succession planning at the new location.	open	VB
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Race						
Religion or Belief						
Sexual Orientation						

Section 6: Data Sources

Data used	How has this information informed your decision
Contract monitoring data	The service is contracted to provide a number of functions and the contract monitoring data has not been presented in such a way as to separate out the various provisions. This has been requested from the provider so that we can establish the capacity in the areas that we will continue to provide as part of the service tender.

This page is intentionally left blank

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effects of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

Page 183

Title:	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
Service impacted by proposed spending review	Relate – Relateen (de-commission) and Family Therapy service (strengthen)				
Date Created	22/12/15	Review Date:	18 th Jan 2016	Version:	3
Author:	Deborah Redknapp				

Person completing EIA: Insert name of individual(s) writing EIA	
Signed:  Deborah Redknapp	Date: 23/12/15
Person supervising EIA: Insert name of individual responsible for agreeing activities and ensuring that the activities are undertaken	
Signed: Tim Aldridge	Date:

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
<p>Relateen is a school counselling service for six of the borough's schools and has been in place for 16 years. The service has been reduced over time and serves fewer schools than was originally commissioned so as to meet the financial envelope.</p>	<p>The six schools that are able to refer to this service and the children and young people who may benefit from the counselling service.</p>	<p>1. The children and young people's mental health service is part of a borough wide transformation programme that will include a Wellbeing Hub. The wellbeing hub will consist of a multidisciplinary mental health team which will make an assessment as to which would be the lowest level of appropriate treatment. This could include supervised self-management, telephone and online counselling, group therapy, behaviour pathway or specialist treatment.</p> <p>2. Schools will have the opportunity to fund the service for their school but this is not guaranteed which could have an impact on the local Child and Adolescent Mental Health Service (CAMHS) (i.e. longer waits for service or no service).</p>
<p>Schools may not fund the school counselling service. In the absence of the school counselling service a gap in provision will occur. This is likely to increase demand on the local Child and Adolescent Mental Health Service (CAMHS)</p>	<p>Schools and young people, social care</p>	<p>The children and young people's mental health transformation includes training for education providers with the aim of building the resilience of the whole school population. This may provide some support but it is not intended to be a replacement service.</p> <p>The Early Help service provides support to young people who are resident in the borough. Schools can refer young people to the Early Help Service if they require emotional support or help with managing</p>

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
		relationships. This service can also provide support to the wider family if appropriate.
Children and young people's mental health is a borough wide concern	Children and young people / families / schools	Implement the children and young people's mental health transformation programme and strengthen the family therapeutic input to build family resilience. However it remains a risk that there will be a reduced children and young people's mental health service.
Family Therapy: An intervention for 12+ Looked after Children, Children in Need (CIN) and child protection (CP) families who are engaged with children's social care.	Children and young people / families / schools	<p>Strengthen the family therapy service. Family therapy and systemic practice supports the notion that family relationships form a key part of the emotional health of each member within that family. This type of therapy can help people who care for each other find ways to cope collaboratively with any distress, misunderstanding and pain that is affecting their relationships and putting a strain on the family unit.</p> <p>Common problems that a family therapist will work with include stressful and traumatic life events such as: divorce and separation, illness or death of a loved one, and transitional stages of family development that can cause pain and upset. Work and school-related problems, psychosexual difficulties and parent-child conflict can also be explored through family therapy.</p> <p>A programme of professional development for frontline social care staff will begin in 2016/17 to equip these practitioners with therapeutic skills and enhance their ability to deliver evidence-based interventions.</p>

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
Reduced children and young people's mental health service	Children and young people / families / schools	There has been nationally allocated NHS funding for Children's IAPT (improved access to psychological therapies) that will be given to NELFT. The local financial envelope is circa £300k

Section 3 - Potential Workforce Issues

The Relateen service staff could be transferred into the Family Therapy team if they meet the qualification criteria

No other specific workforce issues have so far been identified

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age						
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Relate	11/09/15	Initial information and consultation meeting	Providers were anxious about the outcome of the review (i.e. decommissioning) but welcomed the opportunity to describe their service in detail and the level of engagement.	No further action	completed	closed	
Relate	13/10/15	Letter of termination & questionnaire sent	Questionnaire was completed	Clarification questions raised.	completed	closed	DM
Relate	10/11/15	Clarification questions	Further clarifications were raised in a couple of areas	No further action	completed	closed	DM
Relate	11/11/15	Meeting and additional questionnaire	Relate welcomed the engagement with the local authority and the opportunity to discuss various options. Relate informed commissioners that when the Barking & Dagenham school counselling service was decommissioned, Barking & Dagenham schools funded the service.		completed	Closed	DR
Social Care	December 2015	Discussion regarding changes to current provision	Relateen is a niche service provided for a small number of schools in the borough (6/88). The rationale for this targeted approach is not clear and the service has reduced over time to fit with the financial envelope. Some schools top up the existing arrangement direct with Relate.	Discussion with Virtual Head to discuss the impact of decommissioning the Relateen service and provided information for the children and young people's mental health	completed	closed	DR

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
			Family Counselling: Discussed with Social Care the limitation of the existing arrangements for the family therapy service being available solely for the 12+ team. Strengthening this service fits with an improved model of social care intervention to prevent family breakdown.	transformation programme.			
Schools		Meeting with pastoral heads.	TBA			open	DR

Section 5 - Service Delivery Impacts and Issues

Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission’s paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty, local authorities must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

Potential Service delivery impacts (Positive and Negative)

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	1) The school counselling service is currently offered to secondary school aged children. Access to counselling through the school may be more inclusive than accessing off-site counselling or indirect counselling.	December 2015	1) Early Help support is available from across a range of venues and may provide family and individual support required to alleviate anxiety, stress and emotional distress. Support available from the	1) Further discussions to take place with schools in January 2016 2) Discussions to take place with schools	1) Open 2) Open 3) Open	DR

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	<p>2) Withdrawal of the service will lead to pupils being unable to access a counselling service in school setting.</p> <p>3) Increase in the offer of family therapy for 12+ Looked after Children, Children in Need (CIN) and child protection (CP) families who are engaged with children's social care.</p>		<p>well-being hub may support young people who would have been referred to the school counselling programme.</p> <p>Schools will be supported to consider how they provide pastoral support to students in the future and review their processes of referral on to other services.</p> <p>2) Current provider currently charges schools for additional counselling hours outside of the contract. If the service is decommissioned, the Council will encourage the provider to put in place a charging system and negotiate with schools to spot purchase the counselling service for pupils in the future.</p> <p>3) Increasing the offer of family therapy will support Children's Social Care</p>	<p>and current provider in January/ February</p> <p>3) 2Discussions to take place with current provider in January/ February</p>		

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	4. Reduced children and young people mental health service		<p>work in partnership with more children and families to promote safe caring relationships, behaviours and home environment; prevent children on the edge of care from entering the care system; work with children and families to rehabilitate relationships and enable children and young people to return to their family home; work with children, young people and families to reduce risky behaviours and improve resilience.</p> <p>4) Improving Access to Psychological Therapies (IAPT) has been improved and is due to be implemented (CCG / NELFT)</p>			
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy &						

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Maternity						
Race						
Religion or Belief						
Sexual Orientation						

Section 6: Data Sources

Data used	How has this information informed your decision
Contract monitoring data	The school counselling service is inequitably provided and serves only six of the borough's schools. Equally the family therapy service only supports one part of the social care team.
Havering Children and Young People's Mental Health Transformation Plan	The transformation plan includes a number of initiatives that will provide a more equitable service for young people than is currently available. However it is recognised that the local Child and Adolescent Mental Health Service (CAMHS) may see an increase in demand.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

What is Equality Impact Analysis?


The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effects of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

Page 193

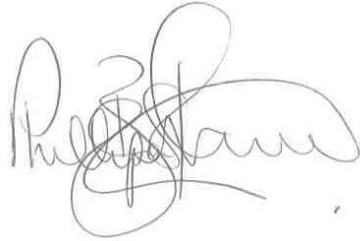
Title:	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
Service impacted by proposed spending review	Infrastructure support to the voluntary and community sector				
Date Created	5 January 2016	Review Date:	N/A	Version:	1
Author:	Jerry Haley (Senior Community Safety and Development Officer)				

Person completing EIA: Jerry Haley (Senior Community Safety and Development Officer)	
Signed: 	Date: 6.1.15

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Person supervising EIA: Pippa Brent-Isherwood (Head of Policy and Performance)

Signed:



Date: 06/01/2015

Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
<p>The Council previously commissioned an infrastructure support service for the voluntary and community sector from HAVCO, prior to its closure in September 2015. Following HAVCO's closure and consideration of the options available to the Council, it is proposed not to re-commission a VCS infrastructure support service at this stage.</p>	<p>Voluntary and community sector organisations operating within the borough</p>	<p>The Council has invested in the provision of an additional Community Development Officer through the recent restructure of the Policy and Performance service. The Community Development team is able to provide similar support and services to the voluntary and community sector that an infrastructure body would provide, and now has increased capacity to do so.</p> <p>A Voluntary Sector Strategy has also been adopted by the Council (In June 2015), clearly setting out how the Council will work to support the sector going forward. Progress in delivering the accompanying action plan is monitored by a cross-departmental steering group and reported to the Overview and Scrutiny Board.</p>
<p>There were 650 organisations on HAVCO's</p>	<p>Voluntary and community sector</p>	<p>LB Havering has access to the contact details of</p>

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
database when it closed in September 2015. The closure of HAVCO without a replacement organisation being in place may result in the loss of opportunities to maintain regular contact with these organisations	organisations operating within the borough	those organisations on the database that consented to this information being shared with the local authority

Section 3 - Potential Workforce Issues

There are no workforce issues impacting on any other organisation as there is no organisation currently providing these services within the borough.

There will be some impacts on the Council's Community Development team which, going forward, will provide some of the functions that an infrastructure body would otherwise have provided. However, as the team is so small in number (consisting of three staff), demographic information has not been provided here, as it might make certain staff personally identifiable.

The job profiles of these staff have recently been revised to reflect the new requirements and the affected staff have been consulted on these in accordance with the Council's Organisational Change and Redundancy Policy and Procedure. Following closure of the consultation period and consideration of all the issues raised, the restructure and associated changes to job profiles etc were implemented on 14 December 2015.

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age						
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Voluntary Sector	<p>Consultation on the Council's Voluntary Sector Strategy – including the future provision of infrastructure support - was launched on 13th October 2014 and closed on 15th January 2015.</p> <p>Workshop Dates: 17/10/2014 03/11/2014 11/11/2014 22/11/2014 24/11/2014 03/12/2014</p> <p>End of consultation and</p>	<p>6 consultation workshops, focus groups, face to face Interviews with an independent consultant, direct email to either the council or the consultant etc.</p>	<p>Over 116 people attended the workshops from a wide range of groups.</p> <p>The key challenges identified relate to:</p> <ul style="list-style-type: none"> • Provision and sharing of information • Communication • Enabling innovation and forward planning • Joint / partnership working 	<p>Please see the resultant Voluntary Sector Strategy and Action Plan.</p>	<p>Ongoing. Progress in delivering the agreed action plan is monitored through a cross-departmental steering group and reported to the Overview and Scrutiny Board.</p>	<p>Open</p>	<p>Jerry Haley</p>

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
	feedback event held on 15 th January 2015.						
Voluntary Sector	July – September 2015	Survey carried out by HAVCO to identify future support needs across the sector	<p>96 responses were received, though there was more than one response from some organisations.</p> <p>The key issues facing organisations were identified as being:</p> <ul style="list-style-type: none"> • Finding funding • Getting local media coverage • Opportunities to meet other organisations and statutory partners 	Community Development Officers will continue to provide support to VCS groups to identify and apply for funding	Ongoing	Open	Jerry Haley
				Procurement / tendering workshops to be delivered to the voluntary sector to support VCS organisations in successfully bidding for commissioned services	In progress – Due to take place January / February 2016	Open	Mike Parrott
					Ongoing	Open	Communications
					Ongoing	Open	Jerry Haley
			<p>Priorities for future training courses / workshops were identified as being:</p> <ul style="list-style-type: none"> • First Aid 	The Council is able to facilitate media coverage through publications such as Living in Havering and At the Heart, as well as e-bulletins and the Council's website	In progress – Business Continuity workshops have already taken place.	Open	Various

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
			<ul style="list-style-type: none"> • Health and Safety • IT • Safeguarding 	<p>Council to consider how best to facilitate information sharing and networking opportunities across the sector going forward. Feedback has been sought from the sector as to how best to achieve this.</p> <p>The Council has committed as part of its Voluntary Sector Strategy to offer training to the sector in issues such as health and safety, business continuity and safeguarding.</p>	Further sessions to be scheduled.		
Voluntary Sector	3 September 2015	“Creating a Sustainable Future” event hosted by HAVCO, attended by 40 participants from 31 organisations operating within the borough	<p>Concerns expressed by the sector regarding:</p> <ul style="list-style-type: none"> • Loss of support to identify and access funding • Loss of opportunities for information sharing / networking / partnership working • Future recruitment of volunteers / volunteer brokerage • Future training opportunities and opportunities to keep up to date with legislation (e.g. 	<p>Community Development Officers will continue to provide support to VCS groups to identify and apply for funding</p> <p>Procurement / tendering workshops to be delivered to the voluntary sector to support VCS organisations in</p>	<p>Ongoing</p> <p>In progress – Due to take place January / February 2016</p> <p>Ongoing</p>	<p>Open</p> <p>Open</p> <p>Open</p>	<p>Jerry Haley</p> <p>Mike Parrott</p> <p>Jerry Haley</p>

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
			<p>risk assessments)</p> <ul style="list-style-type: none"> • Future access to legal advice and guidance 	<p>successfully bidding for commissioned services</p>	Ongoing	Open	Kim Smith
				<p>Council to consider how best to facilitate information sharing and networking opportunities across the sector going forward. Feedback has been sought from the sector as to how best to achieve this.</p>	Ongoing	Open	Anita McDade
				<p>A Volunteer Strategy has been developed in partnership with HAVCO and is currently out for consultation</p>	In progress – Business Continuity workshops have already taken place. Further sessions to be scheduled.	Open	Various
				<p>The Council is working with a new organisation and other funders to establish a new Volunteer Centre within the borough.</p>	Ongoing	Open	Jerry Haley
			<p>Suggestion made that a Facebook page be established to keep voluntary and community sector organisations in Havering in contact</p>	<p>The Do It website also offers a volunteer brokerage service.</p>	Ongoing	Open	Paul Rose

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
			<p>with one another</p> <p>Request made that the voluntary and community sector be represented at relevant strategic boards, e.g. the Compact Steering Group</p> <p>The HAVCO newsletter provided useful information</p> <p>A need was expressed for back office support (e.g. Payroll, HR, finance and legal services) for smaller VCS organisations</p>	<p>The Council has committed as part of its Voluntary Sector Strategy to offer training to the sector in issues such as health and safety, business continuity and safeguarding.</p> <p>Legal advice and guidance is available to VCS organisations through organisations such as Community Matters.</p> <p>The Council has a Facebook account that could be used for this purpose</p> <p>The Council has requested that contact details of VCS organisations be shared as part of a directory of services that can be made available across the sector</p> <p>Compact Steering Group is in place and led by a VCS</p>		<p>Closed</p> <p>Open</p> <p>Closed</p>	Shelley Hart

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
				<p>representative. Havering Safeguarding Boards Community Engagement Group has been established to link VCS organisations into the work of the Boards.</p> <p>Council webpages for the voluntary and community sector have recently been updated. The sector was consulted on the content as part of this exercise.</p> <p>The new Volunteer Centre has committed to distributing a regular newsletter</p> <p>The Council carried out a soft market testing exercise to establish if there was sufficient appetite within the sector for these types of services to make it viable for One Source to consider</p>			

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
				developing a package of support services for the VCS, however there was very limited interest expressed			

Section 5 - Service Delivery Impacts and Issues

Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission’s paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty, local authorities must, in the exercise of their functions, have due regard to the need to

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

Potential Service delivery impacts (Positive and Negative)

Havering has a fairly large voluntary and community sector, believed to consist of more than 800 organisations, ranging from larger branches of national organisations to small, neighbourhood-level groups of residents giving up their time to make a difference to their local communities.

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	<p>The 2010 National Survey of Charities and Social Enterprises (NSCSE) found that 31% of VCS organisations in Havering counted children (aged 15 or under) as their users or beneficiaries. 23% identified themselves as working with young people (aged 16 – 24).</p> <p>Of the community groups listed on HAVCO's community portal in Spring</p>	<p>2010</p> <p>Spring 2015</p>	<p>Some specialist networks exist that have a role in supporting certain parts of the sector, e.g. the BME Forum and Interfaith Forum</p> <p>There is a small informal network (HAVOIC) that brings together chief officers from a number of VCS organisations for mutual support</p>	Ongoing	Open	Jerry Haley

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	2015, 43% identified themselves as working specifically with elderly people. This is a significant increase on the 14% of VCS organisations operating in the borough that identified themselves as working with older people during the 2010 NSCSE.		Support is available to the voluntary and community sector locally through the Council's Community Development team, which has recently increased its capacity as part of the restructure of the Policy and Performance service.	Ongoing. Progress in delivering the accompanying action plan is monitored by a cross-departmental steering group and reported to the Overview and Scrutiny Board.	Open	Jerry Haley
Disability	Of the community groups listed on HAVCO's community portal in Spring 2015, 19% identified themselves as working specifically with people with disabilities	Spring 2015	A Voluntary Sector Strategy has also been adopted by the Council (In June 2015) clearly setting out how the Council will work to support the sector going forward.			
Sex	The 2010 National Survey of Charities and Social Enterprises (NSCSE) found that 16% of VCS organisations in Havering counted women as their users or beneficiaries.	2010			Closed	
Gender Reassignment	No data held					
Marriage & Civil Partnership	No data held				Closed	
Pregnancy & Maternity	No data held					
Race	Of the community groups listed on HAVCO's community portal in Spring 2015, 4% identified themselves as working specifically with BME groups	Spring 2015	Council webpages for the voluntary and community sector have recently been updated in order to improve the level of information and advice available to the voluntary and community sector online. The sector was consulted on the content of the webpages as part of this exercise.		Open	Anita McDade
Religion or Belief	Of the community groups listed on HAVCO's community portal in Spring 2015, 1% identified themselves as working with faith groups. This is	Spring 2015	A vcs@haverling.gov.uk email address has been established as a	In progress		

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	significantly lower than the 25% of VCS organisations operating in the borough that identified themselves as working mainly in religious / faith-based activities during the 2010 NSCSE, and the 24% that identified themselves as working to advance religion and / or spiritual welfare by supporting religious or spiritual practice.		<p>single point of entry for information and advice for voluntary and community sector organisations operating within the borough.</p> <p>Voluntary sector “champions” have been identified within each Council service. These now need to be promoted more widely to the sector and to have a proper role description developed to clarify expectations of these colleagues.</p>			
Sexual Orientation	No data held					

Section 6: Data Sources

Data used	How has this information informed your decision
“Creating a Sustainable Future Report”	<p>Report by HAVCO setting out feedback from the sector in terms of how best to:</p> <ul style="list-style-type: none"> • Inspire innovative thinking, new and sustainable ways of providing support to the voluntary and community sector in Havering in the future • Establish new and strengthen existing links within the community • Identify collaborative working opportunities across the voluntary and community sector • Identify potential partners and develop and support sustainable partnerships through shared values
CVS Service Design – Sustainable service model	Reports by HAVCO setting out the results of its consultation with service users on their future support needs carried out between July and September 2015
CVS Service Consultation 2015	
Voluntary Sector Strategy and Action Plan 2015 - 2018	Profiles the local voluntary sector and sets out how the Council has committed to work with the sector going forward.

This page is intentionally left blank

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

What is Equality Impact Analysis?


The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effects of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

Page 207

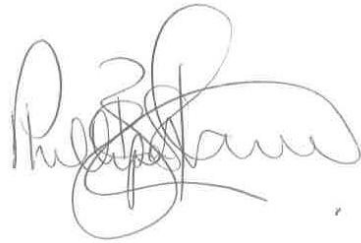
Title:	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector			
Service impacted by proposed spending review	Havering Citizens Advice Bureau (HCAB) – Debt advice, welfare benefits assessments and general legal and consumer advice			
Date Created	5 January 2016	Review Date:	At end of next contract	Version: 1
Author:	Jerry Haley (Senior Community Safety and Development Officer)			

Person completing EIA: Jerry Haley (Senior Community Safety and Development Officer)	
Signed: 	Date: 6 th January 2016

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Person supervising EIA: Pippa Brent-Isherwood (Head of Policy and Performance)

Signed:



Date: 6 January 2016

Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
It is proposed to reduce the Council's current funding of the CAB by £22,733 per annum. This represents a 15% decrease compared with current (2015/16) funding levels. This follows significant reductions in other funding that the CAB experienced during the last financial year.	Existing and potential future service users. Other organisations that signpost clients to the CAB. CAB staff and volunteers.	The CAB is already taking active steps to reduce its operating costs in line with the reduced level of funding available to it. So far as is possible, it is seeking to do this in ways that do not directly impact on front line service delivery, for example by reviewing its management structure and exploring the possibility of relocating its office accommodation once its current lease expires.
Contract monitoring data indicates that the CAB is contacted by around 800 unique / first time clients and deals with around 1,900 individual issues each quarter. It is reasonable to presume that the organisation's capacity to respond to individuals and issues will reduce proportionately should the level of funding made available to the CAB be reduced.	Existing and potential future service users. Other organisations that signpost clients to the CAB. CAB staff and volunteers.	The Havering CAB continues actively to apply for alternative funding, sometimes in collaboration with other CABs. Further support in this regard to be offered by the Council's Community Development Team. An improved CAB website is also in development, which will make more information and advice

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
		accessible online.
<p>The majority of the issues dealt with by the CAB during Quarter 3 of 2015/16 was as follows:</p> <p>Benefits and tax credits (20%) Housing (20%) Debt (13%) Employment (12%) Relationships (8%)</p> <p>A reduction in the level of funding available to the CAB is likely to have an impact on the organisation's capacity to deal with these types of enquiries going forward.</p>	<p>Existing and potential future service users and their families. Other organisations that signpost clients to the CAB. Relevant Council services, e.g. Revenues and Benefits, Housing.</p>	<p>Alternative support and information and advice services are available to certain sectors of the community (e.g. elderly people moving into supported accommodation; those with Adult Social Care needs) through Council services and / or other commissioned suppliers (e.g. Carepoint services).</p> <p>Other voluntary and community sector organisations operating within the borough (e.g. MIND, Havering Association for People with Disabilities, Tapestry, First Step and People First) also provide information, advice and guidance services to certain sectors of the community. Referrals are made between these organisations, as well as the CAB, as appropriate through the Access to Advice project.</p> <p>An improved CAB website is also in development, which will make more information and advice accessible online.</p> <p>The Council has a small in-house team that offers debt advice.</p> <p>Tapestry also operates a telephone advice line offering general information on how to complete forms and access benefits etc.</p> <p>The Havering CAB continues actively to apply for alternative funding, sometimes in collaboration with other CABs. Further support in this regard to be</p>

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
		offered by the Council's Community Development Team.
The CAB is currently the only organisation directly funded by LB Havering to undertake benefits assessments. Some other providers of information and advice services also signpost clients who require welfare rights assessments / advice to the CAB. To the end of Quarter 3 in 2015/16, the CAB had secured £44,008 worth of financial gains for its clients. This "value added" from the current funding arrangements with the CAB may be reduced if the level of funding made available to the CAB is reduced going forward.	Existing and potential future service users. Relevant Council services, e.g. Revenues and Benefits, Housing.	The Council has a small in-house team that offers debt advice. Tapestry also operates a telephone advice line offering general information on how to complete forms and access benefits etc. It may be possible to retain this specific element of the service in any future grant funding agreement between the Council and the CAB.

Section 3 - Potential Workforce Issues

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	The Council does not hold any specific data on the demographic composition of the CAB's workforce. No specific workforce issues have so far been identified.	N/A	The CAB is known to be undergoing ongoing service restructuring as a result of reductions in the availability of funding from various sources. As well as its paid workforce, the Havering CAB has an active pool of volunteers who provide advice and support to service users alongside its paid staff. The organisation currently manages and trains some 65 volunteers.	Ongoing	Open	Lesley Crisp (HCAB CEO)
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual						

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Orientation			The CAB holds monthly selection and recruitment events for volunteers in all roles.			
-------------	--	--	---	--	--	--

Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Havinging CAB	Quarterly	Contract monitoring meetings	<p>HCAB has been formally advised of the review of the voluntary sector and budgetary changes, and has been notified that funding for future years is dependent on the outcomes of the review.</p> <p>Contract monitoring data supplied which has informed the content of the proposals and this EIA.</p>	Mapping exercise carried out of information, advice and guidance services available across the borough to establish if there is duplication of provision and / or funding	Ongoing	Open	Jerry Haley

Page 211

Section 5 - Service Delivery Impacts and Issues

Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission’s paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Draft EIA to be updated as monitoring meetings progress

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Under the duty, local authorities must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Potential Service delivery impacts (Positive and Negative)

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner																														
Age	<p>The breakdown of the CAB's service users by age in Quarter 3 of 2015/16 was as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">15-19</td> <td style="text-align: center;">1%</td> <td style="text-align: center;">40-44</td> <td style="text-align: center;">11%</td> <td style="text-align: center;">65-69</td> <td style="text-align: center;">5%</td> </tr> <tr> <td style="text-align: center;">20-24</td> <td style="text-align: center;">5%</td> <td style="text-align: center;">45-49</td> <td style="text-align: center;">11%</td> <td style="text-align: center;">70-74</td> <td style="text-align: center;">4%</td> </tr> <tr> <td style="text-align: center;">25-29</td> <td style="text-align: center;">8%</td> <td style="text-align: center;">50-54</td> <td style="text-align: center;">11%</td> <td style="text-align: center;">75-79</td> <td style="text-align: center;">4%</td> </tr> <tr> <td style="text-align: center;">30-34</td> <td style="text-align: center;">10%</td> <td style="text-align: center;">55-59</td> <td style="text-align: center;">11%</td> <td style="text-align: center;">80-84</td> <td style="text-align: center;">2%</td> </tr> <tr> <td style="text-align: center;">35-39</td> <td style="text-align: center;">11%</td> <td style="text-align: center;">60-64</td> <td style="text-align: center;">8%</td> <td style="text-align: center;">85-99</td> <td style="text-align: center;">1%</td> </tr> </table>	15-19	1%	40-44	11%	65-69	5%	20-24	5%	45-49	11%	70-74	4%	25-29	8%	50-54	11%	75-79	4%	30-34	10%	55-59	11%	80-84	2%	35-39	11%	60-64	8%	85-99	1%	December 2015	<p>Alternative support and information and advice services are available to certain sectors of the community (e.g. elderly people moving into supported accommodation; those with Adult Social Care needs) through Council services and / or other commissioned suppliers (e.g. Carepoint services).</p> <p>Other voluntary and community sector organisations operating within the borough (e.g. MIND, Havering Association for People with Disabilities, Tapestry, First Step and People First) also provide information, advice and guidance services to certain sectors of the community. Referrals are made between these organisations, as well as the CAB, as appropriate through the Access to Advice project.</p>	Ongoing	Open	Various
15-19	1%	40-44	11%	65-69	5%																															
20-24	5%	45-49	11%	70-74	4%																															
25-29	8%	50-54	11%	75-79	4%																															
30-34	10%	55-59	11%	80-84	2%																															
35-39	11%	60-64	8%	85-99	1%																															
Disability	No data held																																			
Sex	Monitoring data indicates that around 60% of the CAB's clients are female, whilst 40% are male.																																			
Gender Reassignment	No data held																																			
Marriage & Civil Partnership	No data held																																			
Pregnancy & Maternity	No data held																																			
Race	The breakdown of the CAB's service users by race in Quarter 3																																			

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner										
	<p>of 2015/16 was as follows:</p> <table border="1" style="width: 100%;"> <tr> <td>White British</td> <td>62%</td> </tr> <tr> <td>Black / Black British</td> <td>15%</td> </tr> <tr> <td>White / Black Caribbean</td> <td>1.5%</td> </tr> <tr> <td>White Other</td> <td>11%</td> </tr> <tr> <td>Asian / Asian British</td> <td>6%</td> </tr> </table> <p>Compared with the overall population of Havering, this data would suggest that White British residents are slightly under-represented in the CAB's client group, whilst Black / Black British residents are slightly over-represented.</p>	White British	62%	Black / Black British	15%	White / Black Caribbean	1.5%	White Other	11%	Asian / Asian British	6%		<p>An improved CAB website is also in development, which will make more information and advice accessible online.</p> <p>The Havering CAB continues actively to apply for alternative funding, sometimes in collaboration with other CABs. Further support in this regard to be offered by the Council's Community Development Team.</p> <p>Other current arrangements, whereby the CAB utilises rooms within LBH libraries to provide advice and support, are expected to remain in place.</p>			
White British	62%															
Black / Black British	15%															
White / Black Caribbean	1.5%															
White Other	11%															
Asian / Asian British	6%															
Religion or Belief	No data held															
Sexual Orientation	No data held															

Section 6: Data Sources

Data used	How has this information informed your decision
Quarterly contract monitoring data	<p>This data includes a breakdown of service users by the protected characteristics and so has informed the content of this EIA.</p> <p>The information submitted quarterly by the CAB also describes the organisation's plans and aspirations for the future; the funding it has secured or applied for from elsewhere, as well as its success in recruiting trustees and volunteers, which has helped the Council to establish their reliance on paid staff and their capacity for altering their business plans in accordance with the available financial envelope going forwards.</p>

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Data used	How has this information informed your decision
	The information submitted also quantifies the financial gains secured for local residents by the CAB, which has assisted in assessing the overall value for money provided by the current funding arrangements.
Funding benchmarking data	Benchmarking carried out against other London Boroughs indicates that 14 of the 27 other London councils that responded to the information request fund their local CABs to a lower level than LB Havering does. Of those London Boroughs that responded, 11 have increased their level of funding to their local CABs in recent years (some by up to 70%), whilst 10 have reduced the level of funding they provide, by up to 22%.
"This is Havering" (2015)	Used to determine whether the take up of CAB services by demographics / protected characteristics is in line with the overall population of the borough or not.

This page is intentionally left blank

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

What is Equality Impact Analysis?


The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effects of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

Section 1- Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions.

Page 217

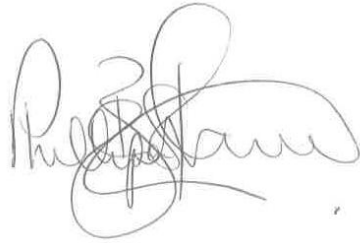
Title:	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
Service impacted by proposed spending review	Motorvations				
Date Created	10 th December 2015	Review Date:	N/A	Version:	1
Author:	Anita McDade / Jerry Haley				

Person completing EIA: Jerry Haley (Senior Community Safety and Development Officer)	
Signed: 	Date: 6.1.15

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Person supervising EIA: Pippa Brent-Isherwood (Head of Policy and Performance)

Signed:



Date: 06/01/2015

Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
Proposed de-commissioning of the service currently provided by Motorvations	Young people aged 13-17 Schools and Pupil Referral Units (PRUs) making referrals to the service Motorvations staff	A similar service is provided by the Pupil Referral Unit (PRU) and funded through the schools fund. The fund facilitates the purchasing of places for excluded and disengaged pupils from Motorvations and other providers as required.
The service assists disengaged young people to obtain trade qualifications at levels 1 and 2 as well as basic skills in literacy, numeracy and IT. The service offers skills and qualifications in engineering and technology, motor vehicles, carpentry, health and fitness, construction, beauty therapy, basic skills and life skills. Students engage in 6 – 24 hours of learning per week.	Young people aged 13-17	There is some overlap with the provision available at Havering College. Some of the students engaged with Motorvations also attend school, where some of these skills are taught.
A reduction in funding may adversely affect the sustainability of the organisation and the services it provides	Young people aged 13-17 Schools and Pupil Referral Units (PRUs) making referrals to the service Motorvations staff	Motorvations is also funded by schools. Currently, around a third of its on-costs are met by schools. Additional support to be offered from the Community Development team to identify and apply for alternative funding sources.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
Motorvations provides a range of add-on services for young people in the borough (e.g. Chlamydia screening, sexual health sessions, drugs awareness and smoking cessation) which may be lost if the level of funding is reduced or withdrawn	Young people aged 13-17 Health services	Such services are available from other providers across the borough

Section 3 - Potential Workforce Issues

No specific workforce issues have so far been identified

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age						
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Motorvations	Quarterly	Contract monitoring meetings	Motorvations has been formally advised of the review of voluntary sector funding and budgetary changes. The organisation is aware				

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

			that future funding is dependent on the outcomes of the review and that funding may be discontinued.				
Motorvations	October 2015	Meeting	<p>Motorvations explained the history of the grant. Funding was originally provided by London Councils. LB Havering provided a grant when this was discontinued.</p> <p>It was raised that the resourcing / costing of the project is expensive in terms of consumables, vehicles, tools and other equipment</p>				

Section 5 - Service Delivery Impacts and Issues

Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission’s paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty, local authorities must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

Potential Service delivery impacts (Positive and Negative)

There is currently limited capture of demographic information. A CRM database is currently under construction which will assist with the monitoring of demographic information and outcomes in respect of students.

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	The service is aimed at disengaged young people aged 13 -17. There are 24 – 30 students on the programme at any one time, mainly from school years 10 and 11. As at the end of Quarter 3 2015/16, 2 (8%) of the students were looked after by the local authority and one was known to the	October 2015	A similar service is provided by the Pupil Referral Unit (PRU) and funded through the schools fund. The fund facilitates the purchasing of places for excluded and disengaged pupils from Motorvations and other providers as required.			

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

	Youth Offending Service (YOS).					
Disability	As at the end of Quarter 3 2015/16, 12.5% of students at Motorvations were stated.	October 2015	There is some overlap with the provision available at Havering College, in schools and from other providers.			
Sex	As at the end of Quarter 3 2015/16, a third of Motoravtions' students were female and two thirds were male.	December 2015	Dyslexia support is also available through schools and colleges.			
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race	As at the end of Quarter 3 2015/16, all bar one student at Motorvations were White British, suggesting that this cohort of young people may be particularly affected by the proposal to decommission the service.	December 2015	A similar service is provided by the Pupil Referral Unit (PRU) and funded through the schools fund. The fund facilitates the purchasing of places for excluded and disengaged pupils from Motorvations and other providers as required.			
Religion or Belief			There is some overlap with the provision available at Havering College, in schools and from other providers.			
Sexual Orientation						

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Section 6: Data Sources

Data used	How has this information informed your decision
Contract monitoring data	Profiles service users, so has informed the content of this EIA, and also assists in assessing the overall value for money delivered by through the agreement.

This page is intentionally left blank

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effects of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

Page 225

Title:	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
Service impacted by proposed spending review	Thames Chase Trust				
Date Created	3/12/15	Review Date:	3/12/16	Version:	3
Author:	Benjamin Sanderson <Benjamin.Sanderson@haverling.gov.uk>				

Person completing EIA:	
Signed: Benjamin Sanderson <Benjamin.Sanderson@haverling.gov.uk>	Date: 3/12/15
Person supervising EIA: Insert name of individual responsible for agreeing activities and ensuring that the activities are undertaken	
Signed:	Date:

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
Risk of reduction in service	<p>Thames Chase Trust is responsible for running a successful visitor centre and café at Broadfields Farm in Uppingham and also, along with its partners, delivery of the wider strategic objectives of the Thames Chase Community Forest.</p> <p>A reduction in service could potentially impact on local site users at the Forest Centre and in the wider Community Forest and include disabled people, women, elderly people, young persons, families.</p>	<p>Funding for Thames Chase Trust currently comes from four separate local authorities which are Havering, Thurrock, Brentwood and Essex County Council.</p> <p>We don't anticipate a reduction in service due to reduction in funding from only one funding source. However, all funding sources are reviewed annually with no certainty of continued funding.</p>
Decreased access to service	Decreased access to the service could potentially impact on local site users at the Forest Centre and in the wider Community Forest and include disabled people, women, elderly people, young persons, families.	We don't anticipate a reduction in access to the service due to reduction in funding from only one funding source. However, all funding sources are reviewed annually with no certainty of continued funding.
Potential workforce impacts	<p>Paid staff members and the voluntary workforce.</p> <p>The contribution from each Local Authority contributes to the mix of match funding for various other initiatives being led by Thames Chase</p>	<p>At this point we do not anticipate a reduction in workforce to manage the reduction. Should reductions in staff be required the organisation will be expected to follow its own organisational policies on existing staff.</p> <p>Potential threat to achieving HLF Landscape</p>

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
	<p>Trust including HLF Landscape Partnerships (£1.8 million), Catchment Partnership Funds for improvements to riparian environments, GLA Big Green Fund and HLF Transition Fund.</p> <p>These funds help strengthen the strategic environmental work of the Council. With reduced funding, this will put increased pressure to deliver outputs using fewer potential resources.</p>	<p>Partnership funding due to lack of match funding. Project board will need to investigate alternative funding sources.</p>
<p>Impact on community engagement</p>	<p>Local site users including disabled people, women, elderly people, young persons, families.</p> <p>Through provision of site facilities including a successful café and visitor centre, run on a voluntary capacity and also working with partners at a strategic level to improve physical and intellectual access within the Community Forest the service brings people together from a variety of different communities promoting physical recreation and access to open space and nature. Both these functions allow people to come together and engage, providing a meeting point and an environment for recreation and enjoyment. The Forest Centre also provides the Council with a captive</p>	<p>At this point we would anticipate that this service would be expected to continue with reduced funding from only one source. However there could potentially be tensions arising between the Trust and council due to reduced funding from the council.</p> <p>Potential threat to achieving HLF Landscape Partnership funding due to lack of match funding. Project board will need to investigate alternative funding sources.</p>

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Key Issues:	Impacts on:	Mitigating Action Taken:
	<p>audience for undertaking surveys etc.</p> <p>With reduced funding, this will put increased pressure to deliver outputs using fewer potential resources. In terms of community engagement this could seriously threaten the ability to achieve the full funding from HLF Landscape Partnerships, currently in the development phase with £100k of HLF investment and only 9 months away from completion. The delivery phase is due to commence in early 2017.</p>	
Impact on community cohesion	<p>Through provision of site facilities including a successful café and visitor centre, run on a voluntary capacity and also working with partners at a strategic level to improve physical and intellectual access within the Community Forest the service brings people together from a variety of different communities promoting physical recreation and access to open space and nature. Both these functions allow people to come together and engage, providing a meeting point and an environment for recreation and enjoyment.</p>	<p>At this point we would anticipate that this service would be expected to continue with reduced funding from only one source. However there could potentially be tensions arising between the Trust and council due to reduced funding from the council.</p>

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Section 3 - Potential Workforce Issues

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	<p>At this point we do not anticipate a reduction in workforce to manage the reduction. Should reductions in staff be required the organisation will be expected to follow its own organisational policies on existing staff.</p> <p>Reduced funding not only pays for staff time but also contributes to the mix of match funding for various other initiatives being led by Thames Chase Trust include HLF Landscape Partnerships, Catchment Partnership Funds for improvements to riparian environments, GLA Big Green Fund and HLF Transition Fund.</p> <p>These funds help strengthen the strategic environmental work of the Council and with reduced funding, will put increased pressure to deliver outputs using fewer potential resources.</p> <p>Reduced funding may potentially lead to a reduction in volunteer</p>	3/12/15	Trust to be offered support to seek and apply for alternative funding sources	To be initiated	Open	Benjamin Sanderson/Bob Flindall
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

	<p>numbers associated with these projects and the core activities of Thames Chase through a reduced capacity to supervise volunteer work programmes. Volunteers at Thames Chase may represent any of the protected characteristics.</p>					
--	---	--	--	--	--	--

Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Thames Chase Trust is comprised of a Board of Trustees and a Delivery Group. The Delivery Group consists of a Chair, Delivery Manager voluntary representation, representation from the 4 contributing Local Authorities and the Forestry Commission.	Delivery Group meets quarterly	The Delivery Group is responsible for overseeing the use of Local Authority funding in relation to delivery of targets set out in the Thames Chase Delivery Plan. The Group meets to discuss progress on the	Reduction in funding has not been discussed formally.	Moving forward there needs to be formal notification about reduction in funding to the chair of the Board of Trustees – Mike Armstrong	To be initiated	Open	Benjamin Sanderson / Bob Flindall

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

		delivery of Thames Chase Plan projects against targets set out in plan.				
--	--	---	--	--	--	--

Section 5 Service Delivery Impacts and Issues

Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission’s paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Under the duty, local authorities must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.

- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

Potential Service delivery impacts (Positive and Negative)

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	Reduced funding of Thames Chase Trust will reduce capacity to deliver outcomes that benefit any number of communities and service users which includes groups and individuals with protected characteristics. Key areas where reduced funding will have an impact are: - Improving access to the environment for Havering's disabled residents and visitors. Thames Chase Trust is working in partnership with Trail Net and Positive Parents to	3/12/15	Attempt to maintain service delivery with reduction in potential resources Maintaining service delivery depends on funding received from other local authorities. Should this also be reduced the Trust will need to work with the Board and Delivery Group to identify and apply for alternative sources of funding. Offer support to the Thames Chase Trust to identify and apply for alternative funding sources.	To be initiated through Delivery Group meetings	Open	Benjamin Sanderson / Bob Flindall
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	<p>make adapted cycles available for children and adults with special needs and physical disabilities. Further facility improvements to take place in winter 2015/16.</p> <ul style="list-style-type: none"> - Thames Chase Plan – Havering now benefits from a Community Forest Plan, which is a material consideration in the environment planning context. - Supports Havering’s Duty to Cooperate – Thames Chase Partnership allows better cross boundary working, and now 4 out of 5 TC local authorities are contributing financially to this working. - Active volunteering programme – now 85 active volunteers and still growing, including supporting Havering public rights of way maintenance - Active events programme – supporting the vibrancy of Havering’s culture and 					

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
	leisure scene					

Section 6: Data Sources

Data used	How has this information informed your decision
Attendance at Thames Chase Trust delivery group meetings	Council Officer present at Delivery Group meetings where Delivery Plan is monitored against project targets. It would appear that the Trust is currently meeting these targets. Other funding sources from the other Local Authorities are currently available. This would indicate that there will be no loss in service delivery through reduction in funding. However, all funding sources are reviewed annually with no certainty of continued funding.
At present Thames Chase Trust has a Service Delivery Plan (available for perusal) which has clear targets they need to meet. Many of the projects in the Delivery Plan are aligned with delivery of objectives set out in the HLF Landscape Partnerships Scheme which is currently in its development phase.	Currently Local Authority contributions are being ring fenced to match fund HLF Landscape Partnerships funding representing a high return on investment. Havering has contributed to Thames Chase Trust for a number of years and is just a year away from achieving significant HLF funding for a 5 year project that will deliver an unprecedented programme of individual projects that will provide a coherent and structured approach to restoring the landscape, educating communities and providing opportunities for local people to learn new skills and appreciate and reconnect with the heritage around them. It will provide a lasting legacy for heritage, people and communities to a local population of an estimated 650,000 people.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

What is Equality Impact Analysis?

The Equality Act 2010 seeks to eliminate discrimination and meet the positive promotion aspects of equality legislation. An Equality Impact Analysis uses equality information and the results of engagement with groups to understand the actual or the potential effect of change or key decisions on our workforce and the general public. Completing this analysis will assist Members and officers to identify practical steps to address any negative effects and to highlight positive interventions.

Section 1 - Ownership

This section identifies the individual(s) responsible for identifying the potential positive and negative impacts from developing and implementing the spending reductions. There will be a number of potential positive and negative internal impacts which should be undertaken and monitored by the person responsible for implementing the proposed reductions

Page 235

Title:	Equality Impact Assessment on the proposed changes to funding / spending reductions in the voluntary sector				
Service impacted by proposed spending review	Havering Arts Council Havering Sports Council				
Date Created	27/11/2015	Review Date:	At end of next grant agreement	Version:	2
Author:	Kayleigh Pardoe				

Person completing EIA: Kayleigh Pardoe	
Signed: _____	Date: 27/11/2015
Person supervising EIA: Simon Parkinson	
Signed: _____	Date: 27/11/2015

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Section 2 - Potential Issues

Key Issues:	Impacts on:	Mitigating Action Taken:
Reduction in grants to community groups and individuals affiliated with the Sports Council and Arts Council	Community groups and individuals. There is a risk this will impact on young people in particular	Regular communication with the Sports Council and Arts Council to assess impact of the reductions. Support to be offered to the organisations to identify and apply for alternative funding.
Reduction in marketing materials	The Sports Council and Arts Council use the money provided by the Council for marketing materials. There may be a reduction in marketing materials as a result, which in turn may result in reduced take up of services.	Regular communication with the Sports Council and Arts Council to assess impact of the reductions. The Council can market the organisations' services through facilities such as the website, e-bulletins and social media. Support to be offered to the organisations to identify and apply for alternative funding.

Page 236

Section 3 - Potential Workforce Issues

No potential workforce issues have so far been identified

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age						
Disability						
Sex						
Gender Reassignment						
Marriage & Civil						

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

Section 4 - Communication and Engagement Activity

Target Audience	Date	Activity	Summary of Feedback	Actions Raised	Action Status	Open/Closed	Owner
Arts Council	Ongoing	Attend regular meetings with the Arts Council		Attend regular meetings with the Arts Council	Ongoing	Open	Guy Selfe
Sports Council	Ongoing	Attend regular meetings with the Sports Council		Attend regular meetings with the Sports Council	Ongoing	Open	Guy Selfe

Section 5 - Service Delivery Impacts and Issues

Due regard – Brown principles

These principles have been taken from the Equality and Human Rights Commission’s paper on making fair financial decisions (Equality and Human Rights Commission, 2012).

Case law sets out broad principles about what public authorities need to do to have due regard to the aims set out in the general equality duties. These are sometimes referred to as the 'Brown principles' and set out how courts interpret the duties. They are not additional legal requirements but form part of the Public Sector Equality Duty as contained in section 149 of the Equality Act 2010.

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

Under the duty, local authorities must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

In summary, the Brown principles say that:

- Decision-makers must be made aware of their duty to have 'due regard' and to the aims of the duty.
- Due regard is fulfilled before and at the time a particular policy or proposal that will or might affect people with protected characteristics is under consideration, as well as at the time a decision is taken.
- Due regard involves a conscious approach and state of mind. A body subject to the duty cannot satisfy the duty by justifying a decision after it has been taken. Attempts to justify a decision as being consistent with the exercise of the duty, when it was not considered before the decision, are not enough to discharge the duty. General regard to the issue of equality is not enough to comply with the duty.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty has to be integrated within the discharge of the public functions of the body subject to the duty. It is not a question of 'ticking boxes'.
- The duty cannot be delegated and will always remain on the body subject to it.
- It is good practice for those exercising public functions to keep an accurate record showing that they had actually considered the general equality duty and pondered relevant questions. If records are not kept it may make it more difficult, evidentially, for a public authority to persuade a court that it has fulfilled the duty imposed by the equality duties.

Potential Service delivery impacts (Positive and Negative)

Protected Characteristics	Description of Issue	Date Raised	Mitigating Actions	Action Status	Open/Closed	Owner
Age	Many of the individuals and groups affiliated with the Sports Council and Arts Council are made up of young so there may be an adverse impact on	27/11/2015	Regular communication with the Sports Council and Arts Council to assess impact of the	Ongoing	Open	Guy Selfe

Voluntary Sector Spending Review Equality Impact Analysis, Issue Log & Action Plan

	this group.		reductions. Support to be offered to the organisations to identify and apply for alternative funding.		Open	Guy Selfe / Community Development team
Disability						
Sex						
Gender Reassignment						
Marriage & Civil Partnership						
Pregnancy & Maternity						
Race						
Religion or Belief						
Sexual Orientation						

Section 6: Data Sources

Data used	How has this information informed your decision
Information provided by the Sports Council and Arts Council about how the money is spent	This allowed the Council to make a decision on the level of funding reduction that would be appropriate.

This page is intentionally left blank



CABINET

20 JANUARY 2016

Subject Heading:

Decommissioning non-mandated public health services currently funded by the Council's ring fenced public health grant.

Cabinet Member:

Wendy Brice-Thompson

Cabinet Member for Adult Services and Health

CMT Lead:

Isobel Cattermole, Interim Group Director
- Children, Adults & Housing

Report Author and contact details:

Dr Susan Milner, Interim Director of Public Health.

Policy context:

The responsibility for commissioning these services transferred to LBH under the Health and Social Care Act 2012.

H&WB Strategy – Priority 4 - Reduce premature deaths from cancer and cardiovascular disease - Commission well-evidenced prevention programmes to tackle factors such as smoking, unhealthy diets and alcohol consumption

Havering Obesity Strategy (in development)

Financial summary:

The decommissioning of these services will contribute £850K to LBH MTFS target for 16/17 and beyond by redirecting this money from the ring-fenced public health grant to other LBH services allowing savings to be made in these services. The funding is primarily directed to early help which diverts needy families from statutory social care. The LBH savings target will not be met without these public health services (or alternative services to equivalent value) being decommissioned. The lead in time for decommissioning is such that delays in decision making will undermine the service's ability to support other services to make their savings.

Is this a Key Decision?

Yes

(a) saving of £500,000 or more

(b) In excess of 10% of the gross controllable composite budget at Head of Service/ Assistant Chief Executive level (subject to a minimum value of £250,000)

When should this matter be reviewed?	(c) Significant effect on two or more Wards March 2016
Reviewing OSC:	Health

The subject matter of this report deals with the following Council Objectives

Havering will be clean and its environment will be cared for	<input checked="" type="checkbox"/>
People will be safe, in their homes and in the community	<input checked="" type="checkbox"/>
Residents will be proud to live in Havering	<input checked="" type="checkbox"/>

SUMMARY

As part of the LBH Financial Strategy it was agreed that a significant proportion of the Public Health ring-fenced grant (approximately 30%) would be redirected to other council services to prevent them from being cut or to allow these services to make essential savings. These are all services that have been identified as making an important contribution to the overall health and wellbeing of Havering residents. Much of this funding has been directed to early help and health promotion for children and families as a priority. This diverts needy families away from statutory social care and delivers better short and long term outcomes.

To free up this level of funding, especially given the expected reduction in the public health grant for 16/17 and 17/18, we need to decommission some existing public health services. This report lists the services proposed for decommissioning and seeks the approval of Cabinet to decommission these services with effect from 31st March 2016 subject to the outcome of a public consultation on the prioritisation of spend from within the ring-fenced public health grant.

RECOMMENDATIONS

That Cabinet:

1. **Authorise** a four week public consultation on the prioritisation of spend from within the Public Health Grant and the Council's proposals to decommission the services listed below at paragraph 2 with effect from 31 March 2016.
2. **Delegate** the final decision on whether to decommission the services listed below at paragraph 2 to the Cabinet Member for Public Health – Councillor Wendy Brice-Thompson following the conclusion of the public consultation.

REPORT DETAIL

- 1 Havering has one of the lowest public health grants in the country. This is primarily due to historic under investment in public health in the years before the transfer of these responsibilities to the council from the NHS in 2013. Since the transfer we have had the opportunity to review how the grant was being spent and to take steps to ensure that we get best value from that spend. Many mainstream LBH services, not funded by the public health grant, are designed to improve and protect the health and wellbeing of our residents. Some of these important public health services have already been lost or are threatened with closure or reductions because of the severe cuts to the council’s funding. Therefore the proposed allocation of the public health grant for 16/17 has been determined ‘in the round’ of the totality of spend within LBH on services that promote and protect health. We propose to prioritise spend of the ‘non-mandated’ element of the public health grant on health promotion and early help with children and families in order to give children the best start in life. In addition we will support projects and programmes that build public health capacity within organisations and communities to enable them to make healthier choices. We will also support the development of an environment in which healthier choices are easier to make. In order to do this we will have to disinvest in some services that are currently being commissioned from the public health grant.

- 2 .A summary of the services recommended for decommissioning is contained in the table below. More details on each service is contained in Appendix 1, where the issues, associated with the decommissioning of each service, are set out to aid decision making.

Services recommended for decommissioning	£ saving
SH1 Sexual ill Health Prevention: North East London Sexual Health Network (NELNET)	10,000
Sexual Health Prevention: Targeted Sexual Health “Young Addaction”	29,970
Sexual Health Prevention: Phoenix Counselling	35,000
Obesity-Children: LBH Leisure Services (MEND C4L Challenge)	42,000
Obesity-Children: LBH Leisure Services (Mend Plus Facilitator)	35,000
Physical Activity Adults: LBH Leisure Services (PARS)	66,000
Physical Activity Adults: LBH Leisure Services (PARS Facilitator)	35,000
Physical Activity Adults: PARS for Cancer Patients “Moving Forwards”	30,000
Stop Smoking Services	404,000
Chlamydia screening office and associated activity	163,000
Total	£849,970

- 2 The largest and most expensive services in this list are the Stop Smoking Service and the Chlamydia Screening office.
- 3 **Smoking** is the single biggest cause of preventable ill health and helping people to quit smoking is highly cost effective for both the council and the NHS. The service is targeted at those from more disadvantaged groups who are more likely to smoke and less able (historically) to get support for themselves. However there has been a shift in both tobacco use and nicotine replacement product use. An increasing number of our residents are accessing nicotine replacement products themselves, most notably through the use of e cigarettes. There has also been an increase in the number of on line tools that can provide support for smokers who wish to quit. It would be possible to signpost individuals to alternative stop smoking support services if our current service was decommissioned. We will explore options for continuing to provide a stop smoking support service for pregnant women.
- 4 **Chlamydia Screening Office.** Chlamydia is a sexual transmitted infection that can be present without the individual being aware they have it. The screening office proactively promotes and co-ordinates screening so that individuals with the disease can be identified, treated and educated to prevent onward spread of the disease. They do this through outreach work with young people (up to age 24) However, the London Sexual Health Transformation programme will see the commissioning of a Pan London web-based triage and home testing service for all sexually transmitted infections, including Chlamydia, which could help fill the gap if this service was decommissioned (although there would be a 12 month gap between the decommissioning of the old service and the availability of the new one). However individuals will still be able to attend open access sexual health services or their GP if they suspect they have symptoms.

REASONS AND OPTIONS

Reasons for the decision:

This decision is required to allow the Public Health Service to reduce existing expenditure in order to redirect funding to other LBH services. This is part of LBH's Financial Strategy to achieve MTFs targets. Cabinet approval is required because of the costs involved.

Other options considered:

All commissioned non-mandated public health services were in scope for the review of cost effectiveness which has informed these decommissioning proposals. The services proposed for decommissioning were selected either because there was little evidence of effectiveness or as the 'least worst option'.

IMPLICATIONS AND RISKS

Financial implications and risks:

It will not be possible for the Public Health Service to redirect the public health grant to other prioritised LBH services without decommissioning existing services. Achieving this switch is predicated on decommissioning these services by 31st March 2016. Every month we delay decommissioning these services (or services of a similar value) approx. £71K will not be directed to other services. With such a small and totally committed budget it would be impossible for the Public Health Service to make up this shortfall from within the public health grant. This short fall would then cause a further pressure on the corporate budget.

In addition to these considerations we await formal notification of our public health ring-fenced grant for 16/17. We expect the allocation to be reduced in line with the CSR announcements. Depending on the severity of the cuts we may need to find additional savings from the public health grant which could undermine our ability to support other prioritised services within LBH.

Legal implications and risks:

The Local Authority has duties under the National Health Service Act 2006 (“the Act”) and under the Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013/351 (“the Regulations”).

The duty on the Local Authority under section 2B of the Act is to take such steps as it considers appropriate for improving the health of the people in its area.

This means that the public health grant needs to be spent as prudently as possible, in the context of the overall reduction in grant funding on improving the health of the population. Therefore the proposed consultation seeks views as to how the reduced funding should be prioritised to ensure improvement in the health of the population.

Some public health services are “mandated” by the Regulations and must be provided. These include the requirement under Regulation 6 to Provide, either directly or indirectly, open access sexual health services in its area for treating, testing and caring for people with such infections. None of the services recommended for de-commissioning are open access sexual health services (these are not the subject of this consultation) and those that relate to sexual health are pro-active outreach projects.

None of the other projects recommended for de-commissioning are mandated.

The recommendation is to commence a four week public consultation on the proposals for decommissioning. The consultation will have to be undertaken fairly. In other words consultees, which should include all those potentially affected by the proposals, must be provided with sufficient time and information to make

meaningful representations and then the decision maker must take those representations conscientiously into account before making a final decision.

The Council will also have to comply with the public sector equality duty before a final decision is taken. That requires the Council to ensure that it has due regard to the need to—

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

An equality impact assessment is being carried out which should be available for the decision maker to consider before a final decision is made.

Human Resources implications and risks:

These services are mainly commissioned from external organisations. The staffing implications and risks will rest with the provider organisations.

There will be no accommodation implications or risks for LBH. Any such risks will lie with the provider organisations.

The providers of these services have been given notice that the services they provide may not be commissioned by LBH beyond 31 March 2016. The sooner we can confirm the position the better it will be for them as providers and for us as commissioners.

Equalities implications and risks:

A formal EIA is currently being undertaken on these proposals.

Beyond the formal protected characteristics, it is likely that these services are used most often by individuals from lower socio-economic backgrounds. They will have less capacity for getting alternative support if these services close than our more advantaged residents.

Actions to mitigate any negative impacts will need to be put in place, at least for a transition period, within available resources.

BACKGROUND PAPERS

None

CABINET

20 JANUARY 2016

Subject Heading:

**Service Review of the Havering
Community Meals Service**

Cabinet Member:

Wendy Brice-Thompson: Lead Member for Adults & Health; Meg Davis: Lead Member for Children & Learning

CMT Lead:

Isobel Cattermole, Deputy Chief Executive, Children, Adult & Housing

Report Author and contact details:

Mary Phillips – Assistant Director, Learning & Achievement
T: 01708 433847
mary.phillips@havering.gov.uk

Policy context:

The recommendations have implications throughout the Borough

Financial summary:

A cost implication of £182,736 has been estimated to implement the recommendation in this report against a loss of £116,143 forecast in 2015/16. The loss rises each year to £209,905 in 2018/19 should these recommendations not be implemented.

Is this a Key Decision?

No

The decision effects two or more Wards but not significantly

When should this matter be reviewed?

January 2016

Reviewing OSC:

Children & Learning

The subject matter of this report deals with the following Council Objectives

Havering will be clean and its environment will be cared for	<input type="checkbox"/>
People will be safe, in their homes and in the community	<input type="checkbox"/>
Residents will be proud to live in Havering	<input checked="" type="checkbox"/>

SUMMARY

Havering Catering Services (HCS) operate an in-house community meals service to 297 residents in Havering and 86 in Barking and Dagenham. This is a very traditionally 'meals-on-wheels' service based on provision only and is unable to provide a personalised service to its clients. In many ways it could be seen as not fit for purpose and not meeting the requirements as set out in the Care Act of 2015.

The service has seen a 9% per year decline in service users and hence made increasing financial losses since 2012-13 which have been subsidised by the Council. This decline in Havering reflects national trends and over half of the London Boroughs have already closed their Meals on Wheels, with a significant proportion of the remaining London authorities currently planning to/undertaking a review of their service, and instead signpost residents to a range of local meal providers offering a choice of frozen, chilled or hot meals.

As part of the Council's cost reduction exercise, the service has an MTFs target of £100k to be achieved in 2015/16. This has prompted the need to undertake a full review of the service which has included the following activities:

- A consultation exercise to gather feedback on the service from current community meals customers.
- A briefing meeting and other communications with staff and trade unions to seek input and ideas for improving income and/or cost saving measures.
- A marketing impact assessment to identify and assess effectiveness of bringing on board new customers.
- An options analysis of potential future operating models for the service.

The conclusion of the review is to recommendation closure of the Council's Community Meals on Wheels service and to follow the lead of other London Boroughs in adopting a signposting approach. This recommendation is made as there is a wide range of high quality suppliers available to Havering residents (including at least one hot meal provider) which are able to provide nutritious meals at a cost which is affordable to service users. Therefore, there is no reason why (with dialogue and support from Adult Social Care teams) that current service user will be disadvantaged by the proposed changes.

If the service is not closed, the Council will be required to subsidise the service to cover the additional annual losses of the service which will grow year on year as the number of users continues to decline.

This report seeks Cabinet's approval to implement the recommendations of the service review which take full account of the service user consultation outcomes.

RECOMMENDATIONS

That Cabinet:

1. **Propose**, subject to consultation with staff, to the recommendations of the service review to decommission the in-house community meals on wheels service and to implement a signposting scheme to direct users of the service to a wider choice of alternative meal provision (including an alternative hot meal delivery provider).
2. **Delegate** the power to take further decisions regarding these recommended proposals including their implementation to the Lead Member for Children & Learning, Lead Member for Adults & Health & the Deputy Chief Executive, Children, Adult & Housing.
3. **Note** that to identify and protect the most vulnerable, a full review of all service users is currently underway and arrangements shall be put in place for those who need support in accessing and preparing a meal and are eligible for support.
4. **Note** that subject to final decisions on these proposals, the Council will commence decommissioning of the service in March 2016 following a formal consultation period with staff and will conclude no later than June 2016.

REPORT DETAIL

Background

1. The community meals service is provided to customers by the Council through its in-house catering service, Havering Catering Services (HCS). The operation is essentially a franchise arrangement with Apetito, one of the UK's leading commercial meal providers to the NHS, Care Homes and Local Authorities. The service is operated by, and branded as Havering Catering Services with Havering employed staff.
2. HCS deliver a hot meal and a dessert for a fixed price of £5.25. The service can also deliver a range of frozen meals and tea time snack options to customers at different prices. Meals for customers requiring special diets or altered textured diets are also catered for through the Apetito meal range.
3. The meal service is centrally coordinated from Bradley House where the ready-made frozen meals sourced from Apetito are kept until either delivered as frozen or heated up in the special delivery vehicles for the hot food service. The food is placed in the vans to heat up approximately 40 mins before meal service. The meals are delivered daily across six separate

delivery routes each performed by a team of two drivers. This method of service delivery has created a number of issues with local residents, particularly over parking during delivery times.

4. Bradley House is not a purpose built facility and therefore is not an ideal property for the operation because it is constrained by the limitations of the building layout. In addition, its location does not help to promote the service as it gets limited foot fall and has limited parking to draw in potential customers.
5. HCS currently deliver to approx. 383 customers, 297 in Havering and 86 in Barking & Dagenham. Currently anyone over 18 can request a meal delivery and there is no assessment for eligibility to obtain a subsidised hot meal. The community meals service operates for 365 days per year with approx. 65% of customers opting to receive their meals 7 days a week with the rest choosing the number of days convenient to them.
6. The service has seen an annual decline in the number of customers and meals delivered over last four years of approximately 9% per annum. This trend reflects similar levels of decline experienced by other local authorities across England. Projecting this fall in demand over the next four years, shows that meals delivered are likely to fall from 123,064 in 2014/15 to just 75,525 p.a. in 2018/19.
7. The reasons for this decline appear to include the ready availability of high standard chilled or frozen ready-made meals from supermarkets, specialist shops and online delivery providers and more people being able to use microwave technology to heat meals in their own home. In comparison the community meals service offers a standard menu range delivered at a fixed time of day dictated by the route on which they live. It's a one size fits all approach and not personalised for users.
8. There are now very few LAs who deliver a hot meal service. More than 50% of London boroughs have gone through the process of closing their in-house community meals service, as have significant numbers of other authorities across the country, and instead signpost and support users to a range of alternative providers (see example in Appendix C). This means that individuals have access to a much wider range of meals at a range of prices to suit their budget and that are therefore available at a time and place of their choosing.
9. All other Adult Social Care service provision has moved towards a personalisation model which gives individuals more freedom of choice in how their needs are met. People with eligible care and support needs are given personal budgets and are able to spend that on services of their choosing to meet their needs, although it is important to note that personal budgets cannot be used to fund the purchase of meals (or food). With the availability of a wider range of options the traditional meals on wheels service of delivering hot meals in vans is widely considered outdated and is not fit for purpose in a modern care environment.

10. Adult social care has undertaken comprehensive reviews of almost all of the current users of the meals service, with the programme ongoing until all individuals have been reviewed. Adult social care will work with all those individuals that have been identified as eligible for adult social care to ensure suitable alternate arrangements are made around meal provision, and anticipate that almost all those affected will be supported to set up with alternate providers. There may be some individuals who require additional home care provision, with the additional cost pressure to be absorbed by adult social care, however it is anticipated this will be minimal.
11. Currently, the community meals service is unable to purchase and deliver a hot meal for the £5.25 charged to customers. The current cost to the Council is £5.84 to deliver a hot meal and this cost is forecast to rise as the number of service users continues to decline. As a result of this differential, the service has made year on year financial losses and the Council has subsidised the service to maintain a reasonable price to customers.
12. In 2015, an MTFs savings target of £100,000 was set for the service to be achieved in 2015/16. This in effect removed the annual subsidy for meals and from this point the service is expected to operate at full cost recovery.
13. If allowed to continue in its current form, the projected financial losses for the service are forecast to rise from £116,143 in 2015/16 to £209,905 in 2018/19. These losses would also need to be subsidised by the Council which would mean not only that the MTFs saving was not achieved, but additional subsidy would need to be found.
14. In June 2015, the Corporate Management Team was asked to approve a recommendation by officers to undertake a full review of the service to see how this MTFs saving could be achieved. The recommendation was approved and with Lead Member's agreement the review commenced in September. The review consisted of the following activities:
 - A service user consultation exercise to gather feedback on the service from current community meals customers.
 - A briefing meeting and other communications with staff and trade unions to seek input and ideas for improving income and/or cost saving measures.
 - A marketing impact assessment to identify and assess effectiveness of bringing on board new customers.
 - An options analysis of potential future operating models for the service.
15. The work undertaken as set out below demonstrates that officers have investigated a range of options to reduce the subsidy and retain the current service. However it should be noted that this kind of provision is very old fashioned and does not meet the requirements of a modern adult social care service based on personal choice.

Service User Consultation

16. The service review commenced with a 12 week consultation with service users which commenced on 14th September 2015 and was concluded on the 4th December 2015. The consultation was conducted as a key part of the review to allow customers of the service to 'have their say'. This was done via a questionnaire which was posted out to all customers (supported by a web based version on the Council website).
17. A telephone helpdesk and dedicated email and postal address was also set-up during the consultation period in order to provide an avenue for customers to raise any concerns, make suggestions and/or provide other feedback. A dedicated resource was allocated to this service to ensure that all correspondence was logged and followed up with customers as required.
18. The customer questionnaire was devised by officers from the catering and corporate communications teams to explore feedback across the following topic areas:
 - Current Uptake
 - Ordering & Menu Choice
 - Delivery Service
 - Alternative Options
19. Assistance to complete the questionnaire was provided to some Havering residents who were identified by Adult Social Care. The consultation achieved an overall return rate of 74% which is considered very high for an external survey.
20. Important feedback was obtained from the survey particularly in relation to meal pricing, popularity of frozen meals and ability of service users to prepare their own meals. The relevant data from the survey has been used throughout the review to inform and support decision making and in making recommendations.

Marketing Impact Assessment (MIA).

21. Communications with staff and Trade Unions led to the suggestion that the decline in customer numbers could be attributed to the lack of marketing and advertising of the service. To investigate this, a marketing impact assessment (MIA) was undertaken to monitor all marketing activity against the number of new Clients joining the service. This was monitored over a three month period.
22. The MIA identified that the majority of the 30 new customers (80%) who joined the service during the review period came via referrals to the service i.e. from social workers and charity organisations e.g. Tapestry, and not through paid marketing channels. In conclusion, Officers are not confident that the decline in customers can be prevented through additional marketing and that paid advertising channels do not represent good value for money.

Options Analysis

23. The Options Analysis identified and reviewed five potential operating models for the service. These included:
- Do Nothing (Baseline).
 - Implement MTFs Cost Saving Measures.
 - Outsource the service to a Commercial Provider.
 - Change to a Frozen Meal Delivery Service.
 - Decommission the service and signpost to alternatives.
24. Each option, with the exception of decommissioning, was investigated and assessed against two tests as follows:
- a) **Operate at full cost recovery:** Income from meal sales covers the full operational costs of the business and the meal price is competitive with other alternative providers (benchmark price of £6.25* in 2015/16).
- b) **Be a long term viable business model:** Service is able to operate at full cost recovery for at least five years or more.
- * Benchmark price of £6.25 taken from a current popular alternative provider's 2015/16 cost for hot main meal and dessert ordered via their home delivery service.*
25. The financial modelling of each option was undertaken on both the current selling price of £5.25 per meal and a price increase to £6.50 in 2016/17. The price increase to £6.50 was used following the outcomes of the service user consultation which identified that 78% of customers would be willing to pay a price increase and that £6.50 was competitive with the benchmark price of £6.25.
26. These two tests were applied to the most financially viable option after taking both pricing points into account.

Option 1: Do Nothing (Baseline)

Description:

27. The Local Authority would retain the current community meals service as-is without any significant changes. This is the baseline model.

Analysis:

28. The last three years customer data demonstrates an annual decline in meals delivered of approximately 9% per annum. This trend reflects similar levels of decline in other local authorities across England^{1 2}. Projecting this fall in demand over the next four years, shows that meals delivered will fall from 123,064 in 2014/15 to just 75,525 p.a. in 2018/19.
29. The community meals service operates on a largely fixed overhead (staff, vehicles and equipment) to maintain a 365 days per year service to both

¹ Wokingham Borough Council: MOW Task & Finish Group Report – Feb 2014

² London Borough of Waltham Cabinet Report 2013.

Havering & Barking and Dagenham. Food costs are the only substantial variable i.e. fewer meals sold = fewer readymade meals purchased.

30. The financial analysis for this option (see appendix A) identified that the only way to prevent the ongoing financial losses would be to raise the price paid for each meal. The current charge for a hot meal and a dessert is £5.25 but the cost to the council to deliver the meal is £5.84. An annual cost increase would be required each year rising to £7.33 in 2018/19 in order to break even. This is not competitive with other local providers.

Conclusions:

31. The current rate of decline in customers is inevitable and the current model (even with a price increase in 2016/17) fails the first test to operate at full cost recovery. This is therefore not a viable option to the Council.

Reasons:

32. The current service is experiencing declining sales and increased costs which has resulted in the operational costs exceeding the income generated. Catering Services are not confident that sufficient new customers could be encouraged to use the service to reverse this position.
33. A significant annual price increases from the current £5.25 charge per meal would be required in order to allow the service to operate at full cost recovery. The customer consultation process identified that although 47% of respondents would be willing to pay a marginal increase of £1-2 and 30% could afford a little more. The remaining 23% stated that they would stop ordering meals.
34. Using this survey data about decline in sales and calculating the increase in costs for the service to break even, with those numbers over means that this is an unviable option.

Option 2: Identify & Implement MTFS Cost Savings

Description:

35. Retain the current community meals service but identify and implement a package of cost reduction measures in order to satisfy the MTFS savings target of at least £100,000 in 2015/16.

Analysis:

36. The current community meals service is essentially a franchise arrangement with Apetito, one of the UK's leading commercial meal providers to the NHS, Care Homes and Local Authorities. The service is operated by, and branded as Havering Catering Services.
37. The Council is committed under a five year agreement (ending in 2018) to leasing seven specialist delivery vehicles and purchasing the readymade meals direct from Apetito. Whilst this arrangements simplifies the set up and

operation of the service, it constrains the opportunity to identify potential savings within the service which are largely fixed under the agreements.

38. The Catering Management team have reviewed the current operating model and identified two target areas where potential cost savings could be identified outside of the franchise as follows:
1. Reduce staff levels and administration costs through operational efficiencies.
 2. Reduce customer service levels i.e. reduce the 365 day service.
39. By targeting these areas, officers were able to identify potential cost reduction options as follows:
1. A reduction in the number of delivery persons per vehicle from two to one.
 2. A general reduction in administration staff through process improvement and efficiencies. Both of these have been modelled against the current operating model of 7 day delivery and a potential reduction in service to 5 days.
 3. A reduction in delivery days from 7 days to 5 days per week by incorporating a frozen meal only option at weekends.
40. The above options have been financially modelled (see appendix A) to identify the potential cost savings which could be achieved as follows:

Option 2a: Seven Day Delivery

Item	Description	Current Cost (£)	Proposed Cost (£)	Saving (£)
1	Delivery Staff	279,292	147,128	132,164
2	Admin Staff	134,876	134,875	0
	Total:	414,168	282,003	132,164

Table 1.0 Proposed MTFS Cost Savings – Seven Day Service

Option 2b: Five Day Delivery

Item	Description	Current Cost (£)	Proposed Cost (£)	Saving (£)
1	Delivery Staff	279,292	86,671	192,621
2	Admin Staff	134,876	118,394	16,482
	Total:	414,168	205,066	209,103

Table 2.0 Proposed MTFS Cost Savings – Five Day Service

41. Option 2b delivers the most savings and turns a projected loss of £116,143 in 2015/16 to a potential profit of £74,133 in 2016/17. The customer survey indicated however that frozen meals were not a popular choice and it is anticipated that this would lead to an increase in the loss of customers, therefore returning the service to a loss making position in a few years.

42. There would also be costs associated in retaining an interim manager for the six month period to implement any see through the efficiencies in administration. Redundancy costs associated with staff reductions would also be incurred by the Council.

Item	Description	Cost (£)
1	Interim Manager (6 months)	£48,000
2	Redundancy Costs (11 Drivers / 1 Assistant)	£19,018
3	Redundancy Costs (1 Packer)	£1,584
4	Redundancy Costs (1 Deputy Manager)	£3,892
	Total:	£72,494

Table 3.0 Implementation Costs

Conclusions (7 day delivery):

43. The cost saving measures identified exceed the MTFS saving target of £100,000 however fails to meet the requirement of long term viability as it generates a loss in year two. This is not considered a viable option to the Council.

Reasons:

44. The savings only have an initial impact in year 1 cancelling out the projected loss and returning a small profit. Without further cost saving measures, the continued decline in customer numbers means that the seven day service returns to a loss position in year 2.

Conclusions (5 day delivery):

45. The cost saving measures identified exceed the MTFS saving target of £100,000 and significantly reduce the costs to deliver a potential £74,133 profit in 2016/17. Although in 2016 this would be reduced by the interim manager and redundancy costs. This option means the service is able to operate at full cost recovery for a limited period, however, without further cost savings, the business returns to a loss making position by 2020/21 and therefore fails the second test of long term viability. This is not considered a viable option to the Council.

Reasons:

46. The cost-saving measures do not substantially change the model of hot meal deliveries and simply delivers the same service with less people. This doesn't serve to increase the popularity of the offering and fails to meet the requirements of personalisation therefore not providing a solution that is fit for purpose and compliant with the aims of the Care Act 2015.
47. The public consultation process identified that frozen meals are not a popular choice for customers with only 3% currently choosing the option. There is a potential risk of greater decline in customer numbers if this scheme implemented bringing forward the loss making position.

48. 73% of customers stated that they needed help to prepare a meal which may reflect the unpopularity of frozen meals which need a degree of preparation before eating. These customers (who would need to be identified and assessed) may be eligible for Adult Social Care (ASC) support and may require a weekend care package to assist in the preparation of their meal. This may create an ongoing financial burden to ASC which is not included in the Community Meals costs.
49. Whilst the cost saving measures proposed have an impact on viability in the short term, the ongoing decline in customers numbers erode the impact of the cost savings and return the service to a loss making position within a few years and demonstrates that the model is unsustainable in the long term.

Option 3: Outsourcing

Description:

50. Tender the community meals service to a commercial operator who will contract with the local authority to run the service. Some staff would be transferred to the new operator under TUPE regulations.

Analysis:

51. Informal discussions have been held with Apetito [current franchise provider] and Sodexo [large UK operator who provide a home delivery service across the region] to identify whether outsourcing would be a viable option.
52. Apetito and Sodexo have advised that it would be unlikely that they would be interested in taking on a loss making enterprise without a contracted commitment and consideration of the one off costs involved e.g. costs associated with TUPE transfers of staff. Ongoing contract management of the service would also be required.
53. It is helpful to note that Sodexo however has a strong presence in the London area providing private community meals services alongside catering operations for care homes and hospitals including Queens Hospital in Havering. They have advised they would be prepared to invest in their local operations and take up any need should a customer choose to use their service instead.
54. This would not involve any formal commitment from the Council other than signposting existing customers to their operation (along with other meal providers) and providing contacts in adult social care teams where necessary to enable welfare requirements to be met.

Conclusions:

55. Outsourcing the community meals service to a commercial operator under a formal contracted arrangement could not be achieved at nil cost to the Council and therefore does not satisfy the test of full cost recovery. This is not considered a viable option to the Council.

Reasons:

56. The current service is experiencing declining sales and increased costs which means that the service is unviable in its present form. Whilst outsourcing to a commercial provider may deliver some financial benefits in the operation (due to supply chain and efficiencies of scale), it could not be operated at nil cost to the Council if it were operated under formal Service Level Agreements.
57. Havering Catering Services are not confident that sufficient savings could be made to offset the costs involved in tendering, TUPE arrangements and ongoing contract management requirements. The ongoing decline in customer numbers would mean that any costs savings made would diminish over time and therefore could not achieve full cost recovery without significant price increases to the customer.

Option 4: Frozen Delivery Service

Description:

58. Retain the current community meals business and change to a frozen only meal delivery service and stop delivery of hot meals and teas.

Analysis:

59. The current meals provided by Apetito are delivered frozen. The frozen meals service would therefore retain the existing infrastructure at Bradley House to hold frozen food stocks but would require new frozen delivery vehicles rather than the current heated vans.
60. The proposal would be that each customer would receive a single weekly delivery of frozen meals. Deliveries could be made over a wider time period during each day (not restricted to a meal times) meaning that the six delivery rounds could be serviced by two vans and two drivers over a five day week.
61. This model would deliver a substantial reduction in the staff and longer term operational savings through a reduction in the number vans.

Conclusions:

62. The customer consultation has identified the unpopularity of frozen meals and the sharp decline in customers has a big impact on the viability of this option. There are already many existing providers of a frozen meals service in existence. This option fails the first test to operate at full cost recovery. This is therefore not a viable option to the Council.

Reasons:

63. Whilst there are significant operational savings to be made with this option, the risks surrounding the uncertainty of the size of market due to the current

lack of demand and potential for customers to migrate to alternative preferences means that income is very difficult to predict.

64. The frozen food market is also very competitive with Wiltshire Farm Foods (the sister company of Apetito) and Oak House Foods operating across the borough. Both operators have a varying price structure depending on the meal type but typically pricing for a meal varies between £2.95 and £5.50 with free delivery.³ A new Havering frozen only meal service that operated at full cost recovery, the meal price is calculated to be £7.72 in year 1 rising to £8.85 by year three.

Option 5: Service Decommissioning

Description:

65. Decommission the community meals service and signpost and support customers to alternative providers.

Analysis:

66. The Council does not have a statutory duty to fund any meals related costs, other than those costs related to the provision of support to people who meet the national eligibility criteria for adults with care and support needs under the Care Act 2014, to help them access and consume meals.
67. In order to meet this statutory duty, Adult Social Care are required to complete an assessment of care and support needs to identify individuals with this specific need and assist them to identify the right solution. This could be in the form of signposting them to a suitable hot meal provider or, in a minority of cases arranging or rearranging a package of care to support them prepare and consume a hot meal. This is what happens in the majority of other authorities.
68. Funding for this support is means tested but care budgets and personal budgets do not include any funding for the purchase of food, as people are expected to meet the costs of food for themselves.
69. As part of the service review, the Adult Social Care team have undertaken a programme to identify and prioritise Havering customers for assessment. A total of 288 customers have been identified within Havering and to date, a total of 221 have had an assessment with 167 (76%) of customers have been assessed as unable to prepare a hot meal themselves. Through the review process undertaken by adult social care, these identified vulnerable adults will be supported to make the necessary alternative arrangements, including adjustments in care packages where required. If the Community Meals service is agreed for closure, ASC will work with each eligible individual to ensure access to appropriate provision, including where necessary undertaking home visits, and following up to ensure new arrangements continue to meet individual needs. It is not anticipated any

³ Wiltshire Farm Foods Autumn/Winter Brochure 2015/16

additional care will be required for people who do not receive care for this purpose at present.

Implementation timescales and costs:

- 70. Decommissioning the service requires Cabinet approval. The earliest date for closure (assuming Cabinet approval achieved in Jan 2016) would be June 2016 allowing sufficient time for the staff consultation process and staff notice periods. The service would continue to be a loss making operation during this period (April – June).
- 71. Decommissioning of the service would result in a number of one off costs being incurred by the Council as follows:

Item	Description	Cost to Close (£)
1	Staff Redundancy Costs	£64,453
2	Early Termination of Vehicle Lease Contract	£79,058
3	Ongoing Operational Loss (three months)	£39,225
	Total	£182,736

Table 6.0 Option 5 Implementation Costs

- 72. The financial modelling supporting the above analysis is attached in Appendix B.

Conclusions:

- 73. Decommissioning of the service is a viable option to the Council.

Reasons:

- 74. The community meals service in its current form is projected to make a loss of £146,937 in 2016/17. None of the alternative options considered provide a sustainable long term business model due to the ongoing decline in customer numbers for this type of service.
- 75. Signposting and supporting users to a wide choice of high quality meal providers allows individuals the complete freedom of choice in how they provide their meal provision in line with personalised care provision.
- 76. At least one like for like hot meal provider has been identified as a suitable alternative which maintains the option of a hot home delivered meal for those customers who require it. The supplier also provides care and welfare checks as part of the service. This mitigates many of the negative impacts identified⁴ and potential cost pressures to Adult Social Care.
- 77. Decommissioning would deliver both direct and indirect financial savings for the Council over the long term.

⁴ Community Meals Risk & Impact Assessment-v1.00

REASONS AND OPTIONS

Reasons for the decision:

The recommendation of the service review to close the service has been made due to the robust work undertaken. This decision is necessary to meet the MTSF cost saving objectives set by the Council which were designed to remove the meal subsidy and to make the service operate at full cost recovery from 2015/16.

The options analysis has not been able to identify a viable alternative operating model that prevents increasing annual losses which is ultimately driven by the ongoing and steady decline in users. This recommendation will also remove the need to provide in the future an increased level of subsidy. The marketing impact assessment has demonstrated that paid advertising and the ongoing activity by the team to promote the service across the borough has no significant impact on customer numbers which continue to fall year on year.

Signposting to range of alternative meal providers will provide service users with a wide range of choice which underpins the modern personalisation model for adult social care. Service users will be able to choose from a range of different meal providers to suit their budget and individual preferences. In addition to the frozen and chilled meal providers, at least one like for like hot home meal delivery service has been identified that currently operates in Havering.

There may be a cost implication to service users as a result of this decision as some of the prices charged by other providers for a hot meal and dessert are higher than £5.25 currently charged by the Council. However, this increase sits comfortably within the acceptable cost increase identified by the majority of users in the consultation survey.

This represents what is likely to be a one off opportunity for the Council to introduce a commercial hot meal provider to the mix without a formal contractual commitment. There is a risk that delaying the decision and allowing customer numbers to decline further could impact the viability of a future investment decision of a commercial hot meal provider.

Other options considered:

A number of alternative options for the service have been identified and robustly considered. All alternative options have been rejected on the grounds that they fail to meet the tests of full cost recovery and long term financial viability of the service as follows:

Option	Description	Full Cost Recovery	Long Term Viability
1	Do Nothing	Fail	Fail
2a	MTSF Cost Savings (7 day service)	Fail	Fail
2b	MTSF Cost Savings (5 day service)	Pass	Fail

3	Outsourced	Fail	N/A
4	Frozen Delivery	Fail	Fail
5	Decommission	N/A	N/A

In conclusion, officers have been unable to identify a viable alternative option for the community meals on wheels service which fully satisfies both tests.

IMPLICATIONS AND RISKS

Financial implications and risks:

Decommissioning the community meals service would have a one off financial impact to the Council estimated to be £182,736 in 2016/17 made up as follows:

Item	Description (Revenue)	Cost to Close (£)
1	Staff Redundancy Costs	£64,453
2	Early Termination of Vehicle Lease Contract	£79,058
3	Ongoing Operational Loss (three months)	£39,225
	Total	£182,736

There is potential for this to be funded either from Contingency or Transformation funding as an one off cost if agreed, alternatively, it will have be funded from existing resources.

There is potential risk of an ongoing revenue impact to Adult Social Care from service users identified for the provision of practical support to access and consume meals. Signposting and supporting users to a like for like hot meal delivery service will largely mitigate these costs which are anticipated to be minimal.

There is a risk from increased operational losses over and above those stated above if the Cabinet decision is postponed or the decision is called in and the decommissioning programme delayed.

Legal implications and risks:

The Council does not have a statutory obligation to fund the specific costs of meals because an adult is assumed to have sufficient funds whether through benefits, pensions or otherwise to fund this from their own resources. However, the Council may have a duty to fund other costs related to the provision of support to people who meet the national eligibility criteria for adults with care and support needs under the Care Act 2014, to help them access and consume meals. In determining eligibility for care and support one of the outcomes that is assessed is the ability to manage and maintain nutrition. A person will not be eligible for care and support unless their needs are such that they cannot meet two of the specified outcomes

Adult Social Care is required to complete an assessment of care and support needs for those who may need care and support to identify individuals with this specific need and assist them to identify the right solution. However, there is no duty to provide a particular type of service to meet these needs provided that the adult's needs are met either through directly provided support, signposting to other services or personal budgets. As part of the service review, the Adult Social Care team have embarked on a programme to assess and identify all service users who would need support to manage and maintain nutrition by accessing and consuming meals.

Where identified for support, Adult Social Care would signpost and support service users to a suitable alternative meal provider based on their individually assessed needs. This could be in the form of directing them to a frozen, chilled or hot meal delivery provider, and where requested arranging an additional package of care to support meal preparation.

The Council has conducted a consultation exercise with users and intends to conduct further consultation with staff. Whenever consultation is conducted this must be meaningful in that the consultees must have sufficient time and information to respond intelligently and the decision maker must then conscientiously take into consideration the responses before making any final decision. The consultation exercise appears to have been fair, and the comments must all be considered before any decisions are made.

As set out below the Council must have regard to the equality implications of the proposed decisions, including in particular by reference to the equality impact assessments which have been attached.

Human Resources implications and risks:

Implementation of the decision to decommission the community meals on wheels service would result in an HR1 process being conducted due to the potential impact of the risk of redundancy for all MoW staff in the service. The Council has an obligation under employment law to do all it can for affected staff to mitigate any job losses through seeking suitable alternative employment, for example.

The Council's Organisational Change & Redundancy Policy would be used as the HR framework for all activities and processes around formal consultation with affected staff and implementation of the decommissioning proposal, if no viable alternative options are identified during the formal consultation with affected staff and trade unions.

Some MoW staff work for both meals on wheels and oneSource Passenger Transport Services. A situation of potential redundancy from employment with the MoW service would be separate to the position of employment with oneSource Passenger Transport Services. oneSource HR & OD will work with MoW management to support affected staff.

Equalities implications and risks:

Closure of the service will have some negative impacts to protected user groups of both staff and users of the service. These have been fully documented in separate Equality Impact Assessments for both staff and service users (see Appendix B).

Actions plans have been developed to mitigate the impacts and these actions will be monitored and reviewed as part of the regular implementation review meeting which will be put in place to monitor the progress.

APPENDICES

The following appendices are attached:

Appendix A: Options Analysis Cost Modelling

Appendix B: Equality Impact Assessments (Staff & Service Users)

Appendix C: Example Signposting Leaflet

BACKGROUND PAPERS

1. Community Meals Consultation Report v1.00 – December 2015
2. Community Meals Marketing Impact Assessment v1.00 – December 2015
3. Community Meals Options Analysis v1.00 – December 2015
4. Community Meals Risk & Impact Assessment v1.00 – December 2015

Appendix A: Options Analysis Cost Modelling
Option One Financial Model: Do Nothing (£5.25 Meal Price)

	Current Year		2016/17		2017/18		2018/19	
	Weekly	Annual	Weekly	Annual	Weekly	Annual	Weekly	Annual
Income								
Mon-fri	£ 7,526	£ 391,365	£ 7,267	£ 377,884	£ 6,800	£ 353,600	£ 6,256	£ 325,312
Sat	£ 1,385	£ 71,994	£ 1,162	£ 60,424	£ 916	£ 47,632	£ 843	£ 43,821
Sun	£ 1,385	£ 71,994	£ 1,162	£ 60,424	£ 916	£ 47,632	£ 843	£ 43,821
Total Income	£ 10,295	£ 535,353	£ 9,591	£ 498,732	£ 8,632	£ 448,864	£ 7,941	£ 412,955
Expenditure								
Labour								
Mon-fri	£ 5,441	£ 282,942	£ 5,496	£ 285,772	£ 5,551	£ 288,629	£ 5,606	£ 291,516
Sat	£ 1,105	£ 57,460	£ 1,116	£ 58,034	£ 1,127	£ 58,615	£ 1,138	£ 59,201
Sun	£ 1,419	£ 73,766	£ 1,433	£ 74,504	£ 1,447	£ 75,248	£ 1,462	£ 76,001
Total Expenditure	£ 7,965	£ 414,168	£ 8,044	£ 418,309	£ 8,125	£ 422,492	£ 8,206	£ 426,717
Food/Sundrie costs								
Mon-Sun	£ 4,564	£ 237,328	£ 4,372	£ 227,359	£ 3,948	£ 205,311	£ 3,772	£ 196,143
*Total Costs	£ 4,564	£ 237,328	£ 4,372	£ 227,359	£ 3,948	£ 205,311	£ 3,772	£ 196,143
P/L	-2,234	-116,143	-2,826	-146,937	-3,441	-178,940	-4,037	-209,905

Assumptions:

Labour increased by 1% for cost of living per year.

Food cost reduced by 8% YOY in line with reduction in meal numbers.

Option One Financial Model: Do Nothing (£6.50 Meal Price)

	Current Year		2016/17		2017/18		2018/19	
	Weekly	Annual	Weekly	Annual	Weekly	Annual	Weekly	Annual
Income								
Mon-fri	£ 7,526	£ 391,365	£ 7,386	£ 384,072	£ 6,795	£ 353,346	£ 6,252	£ 325,079
Sat	£ 1,385	£ 71,994	£ 1,358	£ 70,595	£ 1,249	£ 64,948	£ 1,149	£ 59,752
Sun	£ 1,385	£ 71,994	£ 1,358	£ 70,595	£ 1,249	£ 64,948	£ 1,149	£ 59,752
Total Income	£ 10,295	£ 535,353	£ 10,101	£ 525,262	£ 9,293	£ 483,241	£ 8,550	£ 444,582
Expenditure								
Labour								
Mon-fri	£ 5,441	£ 282,942	£ 5,496	£ 285,772	£ 5,551	£ 288,629	£ 5,606	£ 291,516
Sat	£ 1,105	£ 57,460	£ 1,116	£ 58,034	£ 1,127	£ 58,615	£ 1,138	£ 59,201
Sun	£ 1,419	£ 73,766	£ 1,433	£ 74,504	£ 1,447	£ 75,248	£ 1,462	£ 76,001
Total Expenditure	£ 7,965	£ 414,168	£ 8,044	£ 418,309	£ 8,125	£ 422,492	£ 8,206	£ 426,717
Food/Sundrie costs								
Mon-Sun	£ 4,564	£ 237,328	£ 4,372	£ 227,359	£ 3,948	£ 205,311	£ 3,772	£ 196,143
*Total Costs	£ 4,564	£ 237,328	£ 4,372	£ 227,359	£ 3,948	£ 205,311	£ 3,772	£ 196,143
P/L	-2,234	-116,143	-2,316	-120,406	-2,780	-144,562	-3,428	-178,278

Labour increased by 1% for cost of living per year

Food cost reduced by 8% YOY in line with reduction in meal numbers

Price increase to £6.50 in 2016/17, and corresponding 20% drop in customers expected based on public consultation data.

Option 2A Financial Model: MTFs Savings – One Driver/Seven Day Delivery (£5.25 Meal Price)

	Option 1		Option 2a		Option 2a Year 2		Option 2a year 3		Option 2a year 4	
	No change		1 driver (7 days a week)		1 driver (7 days a week)		1 driver (7 days a week)		1 driver (7 days a week)	
	Weekly	Annual	Weekly	Annual	Weekly	Annual	Weekly	Annual	Weekly	Annual
Income										
Mon-fri	£ 7,526	£ 391,365	£ 7,526	£ 391,365	£ 7,267	£ 377,884	£ 6,800	£ 353,600	£ 6,256	£ 325,312
Sat	£ 1,385	£ 71,994	£ 1,385	£ 71,994	£ 1,162	£ 60,424	£ 916	£ 47,632	£ 843	£ 43,821
Sun	£ 1,385	£ 71,994	£ 1,385	£ 71,994	£ 1,162	£ 60,424	£ 916	£ 47,632	£ 843	£ 43,821
Total Income	£ 10,295	£ 535,353	£ 10,295	£ 535,353	£ 9,591	£ 498,732	£ 8,632	£ 448,864	£ 7,941	£ 412,955
Expenditure										
Labour										
Mon-fri	£ 5,441	£ 282,942	£ 3,944	£ 205,066	£ 3,944	£ 205,066	£ 3,944	£ 205,066	£ 3,944	£ 205,066
Sat	£ 1,105	£ 57,460	£ 657	£ 34,174	£ 657	£ 34,174	£ 657	£ 34,174	£ 657	£ 34,174
Sun	£ 1,419	£ 73,766	£ 822	£ 42,763	£ 822	£ 42,763	£ 822	£ 42,763	£ 822	£ 42,763
Total Expenditure	£ 7,965	£ 414,168	£ 5,423	£ 282,003	£ 5,423	£ 282,003	£ 5,423	£ 282,003	£ 5,423	£ 282,003
Food/Sundrie costs										
Mon-Sun	£ 4,564	£ 237,328	£ 4,564	£ 237,328	£ 4,372	£ 227,359	£ 3,948	£ 205,311	£ 3,772	£ 196,143
*Total Costs	£ 4,564	£ 237,328	£ 4,564	£ 237,328	£ 4,372	£ 227,359	£ 3,948	£ 205,311	£ 3,772	£ 196,143
P/L	-2,234	-116,143	308	16,022	-204	-10,630	-739	-38,450	-1,254	-65,191

* Volumes for meals sold based upon current volumes but feedback from surveys reveal at least a 75% drop off on volumes for frozen meals due to capacity and capability

**Due to the van lease contract not due to expire until 2018/19 there will still be transportation costs of approx.. £24,642 to end of July 2018.

Option 2A Financial Model: MTFs Savings – One Driver/Five Day Delivery (£5.25 Meal Price) .

	Option 2b		Option 2b Year 2		Option 2b Year 3		Option 2b Year 4	
	* Mon-Fri Delivery Hot (1 driver) and Frozen Weekend meals		* Mon-Fri Delivery Hot (1 driver) and Frozen Weekend meals		* Mon-Fri Delivery Hot (1 driver) and Frozen Weekend meals		* Mon-Fri Delivery Hot (1 driver) and Frozen Weekend meals	
	Weekly	Annual	Weekly	Annual	Weekly	Annual	Weekly	Annual
Income								
Mon-fri	£ 7,526	£ 391,365	£ 7,267	£ 391,365	£ 6,800	£ 353,600	£ 6,256	£ 325,312
Sat/Sun	£ 925	£ 48,100	£ 851	£ 44,252	£ 783	£ 40,712	£ 720	£ 37,455
Total Income	£ 8,451	£ 439,465	£ 8,118	£ 435,617	£ 7,583	£ 394,312	£ 6,976	£ 362,767
Expenditure								
Labour								
Mon-fri	£ 3,944	£ 205,066	£ 3,944	£ 205,066	£ 3,944	£ 205,066	£ 3,944	£ 205,066
Total Expenditure	£ 3,944	£ 205,066	£ 3,944	£ 205,066	£ 3,944	£ 205,066	£ 3,944	£ 205,066
Food/Sundrie costs								
Mon-fri	£ 3,470	£ 180,451	£ 3,193	£ 166,015	£ 2,937	£ 152,734	£ 2,702	£ 140,515
*Total Costs	£ 3,470	£ 180,451	£ 3,193	£ 166,015	£ 2,937	£ 152,734	£ 2,702	£ 140,515
P/L	1,037	53,948	982	64,536	702	36,512	330	17,186

* Volumes for meals sold based upon current volumes but feedback from surveys reveal at least a 75% drop off on volumes for frozen meals due to capacity and capability Van lease contract not due to expire until 2018/19 there will still be transportation costs of approx. £24,642 to end of July 2018.

Option 2B Financial Model: MTFs Savings – One Driver/Seven Day Delivery (£6.50 Meal Price)

	Option 1 No change		Option 2a 16/17 1 driver (7 days a week)		Option 2a Year 2 17/18 1 driver (7 days a week)		Option 2a year 3 18/19 1 driver (7 days a week)		Option 2a year 4 19/20 1 driver (7 days a week)	
	Weekly	Annual	Weekly	Annual	Weekly	Annual	Weekly	Annual	Weekly	Annual
Income										
Mon-fri	£ 7,526	£ 391,365	£ 7,386	£ 384,072	£ 6,795	£ 353,346	£ 6,252	£ 325,079	£ 5,751	£ 299,072
Sat	£ 1,385	£ 71,994	£ 1,358	£ 70,595	£ 1,249	£ 64,948	£ 1,149	£ 59,752	£ 1,057	£ 54,972
Sun	£ 1,385	£ 71,994	£ 1,358	£ 70,595	£ 1,249	£ 64,948	£ 1,149	£ 59,752	£ 1,057	£ 54,972
Total Income	£ 10,295	£ 535,353	£ 10,101	£ 525,262	£ 9,293	£ 483,241	£ 8,550	£ 444,582	£ 7,866	£ 409,016
Expenditure										
Labour										
Mon-fri	£ 5,441	£ 282,942	£ 3,944	£ 205,066	£ 3,944	£ 205,066	£ 3,944	£ 205,066	£ 3,944	£ 205,066
Sat	£ 1,105	£ 57,460	£ 657	£ 34,174	£ 657	£ 34,174	£ 657	£ 34,174	£ 657	£ 34,174
Sun	£ 1,419	£ 73,766	£ 822	£ 42,763	£ 822	£ 42,763	£ 822	£ 42,763	£ 822	£ 42,763
Total Expenditure	£ 7,965	£ 414,168	£ 5,423	£ 282,003	£ 5,423	£ 282,003	£ 5,423	£ 282,003	£ 5,423	£ 282,003
Food/Sundrie costs										
Mon-Sun	£ 4,564	£ 237,328	£ 4,564	£ 237,328	£ 4,199	£ 218,342	£ 3,863	£ 200,874	£ 3,554	£ 184,804
*Total Costs	£ 4,564	£ 237,328	£ 4,564	£ 237,328	£ 4,199	£ 218,342	£ 3,863	£ 200,874	£ 3,554	£ 184,804
P/L	-£2,234	-£116,143	£114	£5,931	-£329	-£17,103	-£736	-£38,295	-£1,111	-£57,792

* Volumes for meals sold based upon current volumes but feedback from surveys reveal at least a 75% drop off on volumes for frozen meals due to capacity and capability
Van lease contract not due to expire until 2018/19 there will still be transportation costs of approx. £24,642 to end of July 2018.

Option 2B Financial Model: MTFs Savings – One Driver/Five Day Delivery (£6.50 Meal Price)

	Option 2b		Option 2b Year 2 16/17		Option 2b Year 3 17/18		Option 2b Year 4 18/19		Option 2b Year 5 19/20	
	* Mon-Fri Delivery Hot (1 driver) and Frozen Weekend meals		* Mon-Fri Delivery Hot (1 driver) and Frozen Weekend meals		* Mon-Fri Delivery Hot (1 driver) and Frozen Weekend meals		* Mon-Fri Delivery Hot (1 driver) and Frozen Weekend meals		* Mon-Fri Delivery Hot (1 driver) and Frozen Weekend meals	
	Weekly	Annual	Weekly	Annual	Weekly	Annual	Weekly	Annual	Weekly	Annual
Income										
Mon-fri	£ 7,526	£ 391,365	£ 7,386	£ 391,365	£ 6,795	£ 353,346	£ 6,252	£ 325,079	£ 5,751	£ 299,072
Weekend	£ 925	£ 48,100	£ 851	£ 44,252	£ 783	£ 40,712	£ 720	£ 37,455	£ 663	£ 34,459
Total Income	£ 8,451	£ 439,465	£ 8,237	£ 435,617	£ 7,578	£ 394,058	£ 6,972	£ 362,533	£ 6,414	£ 333,531
Expenditure										
Labour										
Mon-fri	£ 3,944	£ 205,066	£ 3,944	£ 205,066	£ 3,944	£ 205,066	£ 3,944	£ 205,066	£ 3,944	£ 205,066
Total Expenditure	£ 3,944	£ 205,066	£ 3,944	£ 205,066	£ 3,944	£ 205,066	£ 3,944	£ 205,066	£ 3,944	£ 205,066
Food/Sundrie costs										
Mon-fri	£ 3,270	£ 170,020	£ 3,008	£ 156,418	£ 2,767	£ 143,905	£ 2,546	£ 132,393	£ 2,342	£ 121,801
*Total Costs	£ 3,270	£ 170,020	£ 3,008	£ 156,418	£ 2,767	£ 143,905	£ 2,546	£ 132,393	£ 2,342	£ 121,801
P/L	£ 1,238	£ 64,379	£ 1,285	£ 74,133	£ 867	£ 45,087	£ 482	£ 25,075	£ 128	£ 6,664

* Volumes for meals sold based upon current volumes but feedback from surveys reveal at least a 75% drop off on volumes for frozen meals due to capacity and capability Van lease contract not due to expire until 2018/19 there will still be transportation costs of approx. £24,642 to end of July 2018.

Option 4 Financial Model: Frozen Delivery.

	Mon-Fri Delivery and Frozen meals only		Year 2		Year 3	
	Weekly	Annual	Weekly	Annual	Weekly	Annual
Income						
Mon-Friday	£ 2,778	£ 144,444	£ 2,556	£ 132,889	£ 2,351	£ 122,258
Total Income	£ 2,778	£ 144,444	£ 2,556	£ 132,889	£ 2,351	£ 122,258
Labour						
Mon-Friday	£ 2,292	£119,208.96	£ 2,292	£119,208.96	£ 2,292	£119,208.96
Total Expenditure	£ 2,292	£ 119,209	£ 2,292	£ 119,209	£ 2,292	£ 119,209
*Food/Sundrie						
Mon-Friday	£3,504.45	£ 182,231	£3,414.36	£ 177,547	£ 3,331	£ 173,237
*Total Costs	£ 3,504	£ 182,231	£3,414.36	£177,546.72	£ 3,331	£ 173,237
P/L	-3,019	-156,996	-3,151	-163,867	-3,273	-170,188

2 Vans and 2 Drivers structure in place,

Based upon research it is believed that our customer base would drop by 65% due to either lack of Freezer space, Microwave or capability to re-heat food themselves

YOY decrease in volumes of 8% incorporated into Year 2 & 3

No increase on frozen meal tariff as any increase would make us uncompetitive against other service providers

This page is intentionally left blank

Equality Impact Assessment (EIA) (Community Meals Staff)

Document control

Title of activity:	<i>Decommissioning of the Community Meals Service</i>
Type of activity:	<i>The activity is the decommissioning of the Council's community meals service following an in depth review and options appraisal of the future viability of the service.</i>
Lead officer:	<i>Darren Marshall, Project Manager, Catering Services, Learning & Achievement</i>
Approved by:	<i>Mary Pattinson, Assistant Director – Learning & Achievement</i>
Date completed:	<i>10th December 2015</i>
Scheduled date for review:	<i>This EIA will be reviewed at the end Jan 2016 following the Cabinet decision and prior to launching the staff consultation process.</i>

The Corporate Policy & Diversity team requires **5 working days** to provide advice on EIAs.

Did you seek advice from the Corporate Policy & Diversity team?	Yes
Does the EIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	No

1. Equality Impact Assessment Checklist

1	Title of activity	<i>Decommissioning of the Council's Community Meals Service</i>
2	Type of activity	<i>Following a comprehensive review of the service, the proposal is to decommission the community meals service and signpost and support current users of the service to alternative provision in the marketplace.</i>
3	Scope of activity	<p><i>The decommissioning process will involve several stages and work-streams involving more than one service within the Council as follows:</i></p> <ol style="list-style-type: none"> <i>1. Catering Services in conjunction with HR will implement the Council's Organisational Change & Redundancy Policy as the HR framework for all activities and processes around formal consultation with affected staff.</i> <i>2. Catering services to investigate the viability of any suitable proposals from affected staff and Trade Union representatives during the 45 day consultation process.</i> <i>3. Catering Services in conjunction with Adult Social Care and the Corporate Communications Team will develop a comprehensive communication plan to manage the communications will all recognised stakeholders and implement the plan during the decommissioning period.</i> <i>4. Catering Services in conjunction with Adult Social Care will develop a decommissioning plan to manage the day to day activity required to close down the service ensuring no gaps in care are experienced by vulnerable service users.</i> <i>5. Catering Services in conjunction with Adult Social Care to produce a range of comms material to help signpost service users the most suitable alternative meal provision i.e. leaflets, website.</i> <i>6. Adult Social Care to establish a telephone support desk and email to support existing and new users to find alternative meal provision during the decommissioning period.</i> <i>7. Adult Social Care to make contact with all service users identified as requiring support during the review to manage the transition to the most suitable alternative provision.</i> <i>8. Catering services (in conjunction with asset management) to decommission supplier contracts (food products and vans) and close down Bradley House.</i>

		<p><i>The aim of the decommissioning process is to ensure that:</i></p> <ul style="list-style-type: none"> • <i>All community meals staff are adequately supported through the organisation change and redundancy process.</i> • <i>All service users are adequately support through the changes to their meal provision and that no service user is put at risk by the changes to the service.</i> • <i>Adequate communication with all affected stakeholders takes place throughout the decommissioning process.</i>
4a	Is the activity new or changing?	<p><i>This is a new activity which will impact a number of individuals and groups both inside and outside the Council.</i></p>
4b	Is the activity likely to have an impact on individuals or groups?	
5	If you answered yes:	<i>Please complete the EIA on the next page.</i>
6	If you answered no:	N/A

Completed by:	<i>Darren Marshall, Project Manager, Catering Services, Learning & Achievement</i>
Date:	<i>10th December 2015</i>

2. Equality Impact Assessment

Background/context:

Havering Catering Services (HCS) operate an in-house community service for residents of Havering and Barking and Dagenham. The service has seen a decline in service users and made increasing financial losses since 2012-13 which have been subsidised by the Council.

As part of the Council's cost reduction exercise, the service had an MTFs target of £100k to be achieved in 2015/16. This removed the subsidy for meals and meant that sufficient costs savings had to be found in the service to operate at full cost recovery. This prompted the need to undertake a full review of the service which has included the following activities:

- A consultation exercise to gather feedback on the service from current community meals customers.*
- A briefing meeting and other communications with staff and trade unions to seek input and ideas for improving income and/or cost saving measures.*
- A marketing impact assessment to identify and assess effectiveness of bringing on board new customers.*
- An options analysis to explore other potential operating models for the service.*

The service review was unable to identify alternative ways of delivering a sustainable community meals service which could operate at full cost recovery for at least five years or more.

The recommendation of officers conducting the review was therefore to decommission the service and signpost and support service users to alternative means of obtaining a meal.

The Council does not have a statutory obligation to fund any meals related costs, other than those costs related to the provision of support to people who meet the national eligibility criteria for adults with care and support needs under the Care Act 2014, to help them access and consume meals.

Expand box as required

Age: Consider the full range of age groups	
<i>Please tick (✓) the relevant box:</i>	
Positive	
Neutral	
Negative	x
<p>Overall impact: <i>If the age and length of service profile indicates that a number of staff in particular have worked at their current location undertaking their current role for a considerable period of time. The following may apply:</i></p> <ul style="list-style-type: none"> • <i>These staff may not be familiar with preparing application forms and undertaking selection exercises.</i> • <i>Additional support is required to ensure that these staff are able to perform to their full potential in any selection exercises and there is not a disproportionate impact on older workers.</i> • <i>Staff, particularly those with more years' service, have a strong cultural association with the organisation this may impact upon how they respond to the changes.</i> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p>Evidence:</p> <p><i>The majority (61.3%) of the current community meals workforce are aged 50 and over. 45.2% of staff are aged between 50 and 60, and 16.1 % are aged 60+.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p>Sources used:</p> <p><i>Havering HR Staff Database</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	

Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions	
<i>Please tick (✓) the relevant box:</i>	Overall impact: <i>When analysing the data, consideration must be given to the fact that historically there has been reluctance by members of the workforce to self-declare as disabled. Other considerations must therefore be taken into account in identifying any potential impact for example the number of people with reasonable adjustments in place, the number of people on restricted and recuperative duties.</i> <i>*Expand box as required</i>
Positive	
Neutral	
Negative	
Evidence: <i>96.8% of the community meals workforce have an unknown disability status.</i> <i>*Expand box as required</i>	
Sources used: <i>Havering HR Staff Database</i> <i>*Expand box as required</i>	

Sex/gender: Consider both men and women	
<i>Please tick (✓) the relevant box:</i>	
Positive	<input type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>
Overall impact: <i>Women generally are more likely to have caring responsibilities and are more likely to make use of part-time and flexible working patterns. We must therefore ensure that these issues are taken into account in the development of role profiles and working patterns, and in the development of the selection processes</i>	
<i>*Expand box as required</i>	
Evidence:	
<i>90.3% of the community meals workforce are female.</i>	
<i>*Expand box as required</i>	
Sources used:	
<i>Havering HR Staff Database.</i>	
<i>*Expand box as required</i>	

Ethnicity/race: Consider the impact on different ethnic groups and nationalities	
<i>Please tick (✓) the relevant box:</i>	
Positive	<input type="checkbox"/>
Neutral	<input checked="" type="checkbox"/>
Negative	<input type="checkbox"/>
Overall impact: <i>Whilst there are not any potential impacts identified, the organisation may wish to consider undertaking an analysis of exit surveys to determine if staff have exited the organisation due to harassment.</i>	
<i>*Expand box as required</i>	
Evidence:	
<i>The majority (77.4%) of the community meals workforce are non-BME.</i>	
<i>*Expand box as required</i>	
Sources used:	
<i>Havering HR Staff Database</i>	
<i>*Expand box as required</i>	

Religion/faith: Consider people from different religions or beliefs including those with no religion or belief	
<i>Please tick (✓) the relevant box:</i>	Overall impact: <i>No impacts identified for this category.</i>
Positive	
Neutral	x
Negative	
<i>*Expand box as required</i>	
Evidence: <i>There is no data available to identify the religion/faith of community meals staff.</i>	
<i>*Expand box as required</i>	
Sources used: <i>Havering HR Staff Database</i>	
<i>*Expand box as required</i>	

Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual	
<i>Please tick (✓) the relevant box:</i>	Overall impact: <i>It is important to note that same sex couples may have similar issues as heterosexual couples with regards to caring responsibilities.</i>
Positive	
Neutral	x
Negative	
<i>*Expand box as required</i>	
Evidence: <i>There is no data available to identify the sexual orientation of community meals staff.</i>	
<i>*Expand box as required</i>	
Sources used: <i>Havering HR Staff Database</i>	
<i>*Expand box as required</i>	

Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth	
<i>Please tick (✓) the relevant box:</i>	
Positive	
Neutral	x
Negative	
<p>Overall impact: <i>Although there are no specific issues relating to gender reassignment that have been identified, individuals could identify themselves during the process.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p>Evidence:</p> <p><i>There is no data available to identify members of community meals staff who are seeking, undergoing or have received gender reassignment surgery.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p>Sources used:</p> <p><i>Havering HR Staff Database</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	

Marriage/civil partnership: Consider people in a marriage or civil partnership	
<i>Please tick (✓) the relevant box:</i>	
Positive	
Neutral	x
Negative	
<p>Overall impact: <i>No impacts identified for this category.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p>Evidence:</p> <p><i>There is no data available to identify the marriage or civil partnership status of community meals staff.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p>Sources used:</p> <p><i>Havering HR Staff Database</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	

Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave	
<i>Please tick (✓) the relevant box:</i>	
Positive	<p>Overall impact: <i>Members of the workforce who are pregnant or on maternity leave might experience issues relating to, returning to work in a new role or at a new work site.</i></p> <p><i>Discrimination covers the unfavourable treatment of a woman during the “protected period” in relation to her pregnancy or illness suffered by her as a result of that pregnancy.</i></p> <p><i>Unfavourable treatment during the protected period is also covered because a woman:</i></p> <ul style="list-style-type: none"> • <i>Is on compulsory maternity leave, or</i> • <i>She is exercising or seeking to exercise, or has exercised, or sought to exercise, the right to ordinary or additional maternity leave.</i> <p><i>The ‘protected period,’ in relation to a woman’s pregnancy, begins when the pregnancy begins, and ends:</i></p> <ul style="list-style-type: none"> • <i>If she has the right to ordinary and additional maternity leave, at the end of the additional maternity leave period or (if earlier) when she returns to work after the pregnancy;</i> • <i>If she does not have that right, at the end of the period of 2 weeks beginning with the end of the pregnancy.</i>
Neutral	
Negative	
<i>*Expand box as required</i>	
<p>Evidence:</p> <p><i>There is no data available to identify the pregnancy status of community meals staff.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p>Sources used:</p> <p><i>Havering HR Staff Database</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	

Socio-economic status: Consider those who are from low income or financially excluded backgrounds	
<i>Please tick (✓) the relevant box:</i>	
Positive	
Neutral	x
Negative	
Overall impact: <i>No impacts identified for this category.</i>	
<i>*Expand box as required</i>	
Evidence: <i>There is no data available to identify the pregnancy status of community meals staff.</i>	
<i>*Expand box as required</i>	
Sources used: <i>Havering HR Staff Database</i>	
<i>*Expand box as required</i>	

Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment.

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Age	Staff in the 50+ age bracket may not be familiar with preparing application forms and undergoing a selection process.	<p>All restructuring activity should consider providing appropriate support to staff in preparing application forms and preparing for selection processes. This could take the form of written guidance (toolkits), presentations / workshops for staff on preparing application forms / interview techniques etc. Accessing support from Support Associations (unions) or HR e.g.</p> <p>Job Centre Plus provides additional services for the over 50s</p> <p>New Deal for over 50s' - a government programme to re-employ older people</p> <p>The Age and Employment Network (TAEN) provides services for the over 50s' to re-enter the job market</p>	<p>Support is made available via the Council for all affected staff to assist them to find alternative employment.</p> <p>Staff are also signposted to additional external support.</p> <p>Monitor in line with Councils standard process.</p>	Immediately after consultation process.	HR

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Age	As above	As the proposal moves into the implementation stage communication messages and FAQs need to emphasise the choices that are likely to be available to staff, the limitations of these and encourage staff to give proactive consideration of their long terms career paths. Equally, staff need to be aware of the support that is being made available to them, particularly those with specific needs.	Comms packs made available to all affected staff. Discussions take place during planned 1:1's. Monitor via 1:1's to ensure all staff receive and understand the information made available.	Within 1 month of consultation	Dennis Brewin/HR
Age	As above	Managers also need to be equipped to provide the correct advice to staff and ensure they are being realistic about the choices that they face. Good practice highlights the importance of targeted and timely communications to individuals affected by the change and local line managers and unit heads to enable them to support their staff and provide consistent guidance.	Catering staff are briefed on the process by HR colleagues and supported to ensure correct support and advice given to staff. Set up weekly catch up meetings to monitor implementation progress and any issues. Include review of HR process in agenda.	Immediately after Cabinet decision.	Dennis Brewin

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Disability	Historically there has been reluctance by members of the workforce to self-declare as disabled.	As the review moves into the implementation stage it is important that communications to affected members of our workforce encourages them to notify line management/HR of any previously undeclared disability that could affect their ability to perform a role in the new organisation. The communication messages need to reinforce an organisational commitment to respond to people's needs and the support that is available to staff but that "if we don't know about it, we can't address your needs".	Staff members feel able to declare any disability to HR/Line Management. Support plan is put in place to address their needs. Regular reviews to be established. Timescales TBC within the support plan.	Immediately following consultation	Dennis Brewin
Disability	As above	Managers will need to offer and conduct 1-2-1 meetings with the workforce to identify sensitive issues relating to impairments or reasonable adjustments. Line managers should be signposted to the relevant guidance and , the role of OH etc.	1:1's to be conducted with all staff following the consultation process to identify sensitive issues. Monitor to ensure all staff have had a 1:1 in the timescale.	1 month following consultation	Dennis Brewin
Gender/Sex	Potential for underlying issues that increase the likelihood that women wish to voluntarily leave employment.	As the use of part-time and flexible working patterns often are essential in maintaining work / life balance particularly when managing caring responsibilities, consideration should be given that any proposed resettlement activity is developed with attention to the particular issues that may impact upon individuals because of their sex (i.e. flexible working rights and options)	1:1's to be conducted with all staff following the consultation process to identify where flexible working hours are required. Monitor to ensure all staff have had a 1:1 in the timescale.	1 month following consultation	Dennis Brewin

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Gender/Sex	As above	Consideration to be given to the realistic possibility of job sharing across all service areas.	Identify possible job share opportunities for affected staff across the wider catering business.	1 month following Cabinet decision.	Dennis Brewin
Gender Reassignment	Individuals could identify themselves as undergoing gender reassignment during the process.	As the restructure moves into the implementation stage it is important that communications to affected members of our workforce encourages them to notify line management/HR of any issues that may impact upon an individual's ability to apply for a role	Staff members feel able to notify issues to HR/Line Management. Support plan is put in place to address their needs. Regular reviews to be established. Timescales TBC within the support plan.	Immediately following consultation	Dennis Brewin

* You should include details of any future consultations you will undertake to mitigate negative impacts

** Monitoring: You should state how the negative impact will be monitored; how regularly it will be monitored; and who will be monitoring it (if this is different from the lead officer).

Review

This is a pre-emptive EIA document whereby impacts only come into effect if Cabinet support the recommendations to decommission the community meals service and if the consultation process fails to identify an alternative future for the service.

This EIA will therefore be reviewed with the relevant officers following a Cabinet decision to decommission the community meals service and will be used as an integral part of the implementation planning process to ensure all actions are assigned and managed.

Equality Impact Assessment (EIA) (Service Users)

Document control

Title of activity:	<i>Decommissioning of the Community Meals Service</i>
Type of activity:	<i>The activity is the decommissioning of the Council's community meals service following an in depth review and options appraisal of the future viability of the service.</i>
Lead officer:	<i>Darren Marshall, Project Manager, Catering Services, Learning & Achievement</i>
Approved by:	<i>Mary Pattinson, Assistant Director – Learning & Achievement</i>
Date completed:	<i>10th December 2015</i>
Scheduled date for review:	<i>This EIA will be reviewed at the end Jan 2016 following the Cabinet decision and prior to launching the staff consultation process.</i>

The Corporate Policy & Diversity team requires **5 working days** to provide advice on EIAs.

Did you seek advice from the Corporate Policy & Diversity team?	Yes
Does the EIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	No

1. Equality Impact Assessment Checklist

1	Title of activity	<i>Decommissioning of the Council's Community Meals Service</i>
2	Type of activity	<i>Following a comprehensive review of the service, the proposal is to decommission the community meals service and signpost and support current users of the service to alternative provision in the marketplace.</i>
3	Scope of activity	<p><i>The decommissioning process will involve several stages and work-streams involving more than one service within the Council as follows:</i></p> <ol style="list-style-type: none"> <i>1. Catering Services in conjunction with HR will implement the Council's Organisational Change & Redundancy Policy as the HR framework for all activities and processes around formal consultation with affected staff.</i> <i>2. Catering services to investigate the viability of any suitable proposals from affected staff and Trade Union representatives during the 45 day consultation process.</i> <i>3. Catering Services in conjunction with Adult Social Care and the Corporate Communications Team will develop a comprehensive communication plan to manage the communications will all recognised stakeholders and implement the plan during the decommissioning period.</i> <i>4. Catering Services in conjunction with Adult Social Care will develop a decommissioning plan to manage the day to day activity required to close down the service ensuring no gaps in care are experienced by vulnerable service users.</i> <i>5. Catering Services in conjunction with Adult Social Care to produce a range of comms material to help signpost service users the most suitable alternative meal provision i.e. leaflets, website.</i> <i>6. Adult Social Care to establish a telephone support desk and email to support existing and new users to find alternative meal provision during the decommissioning period.</i> <i>7. Adult Social Care to make contact with all service users identified as requiring support during the review to manage the transition to the most suitable alternative provision.</i> <i>8. Catering services (in conjunction with asset management) to decommission supplier contracts (food products and vans) and close down Bradley House.</i>

		<p><i>The aim of the decommissioning process is to ensure that:</i></p> <ul style="list-style-type: none"> • <i>All community meals staff are adequately supported through the organisation change and redundancy process.</i> • <i>All service users are adequately support through the changes to their meal provision and that no service user is put at risk by the changes to the service.</i> • <i>Adequate communication with all affected stakeholders takes place throughout the decommissioning process.</i>
4a	Is the activity new or changing?	<p><i>This is a new activity which will impact a number of individuals and groups both inside and outside the Council.</i></p>
4b	Is the activity likely to have an impact on individuals or groups?	
5	If you answered yes:	<p><i>Please complete the EIA on the next page.</i></p>
6	If you answered no:	<p>N/A</p>

Completed by:	<p><i>Darren Marshall, Project Manager, Catering Services, Learning & Achievement</i></p>
Date:	<p><i>10th December 2015</i></p>

2. Equality Impact Assessment

Background/context:

Havering Catering Services (HCS) operate an in-house community service for residents of Havering and Barking and Dagenham. The service has seen a decline in service users and made increasing financial losses since 2012-13 which have been subsidised by the Council.

As part of the Council's cost reduction exercise, the service had an MTFs target of £100k to be achieved in 2015/16. This removed the subsidy for meals and meant that sufficient costs savings had to be found in the service to operate at full cost recovery. This prompted the need to undertake a full review of the service which has included the following activities:

- A consultation exercise to gather feedback on the service from current community meals customers.*
- A briefing meeting and other communications with staff and trade unions to seek input and ideas for improving income and/or cost saving measures.*
- A marketing impact assessment to identify and assess effectiveness of bringing on board new customers.*
- An options analysis to explore other potential operating models for the service.*

The service review was unable to identify alternative ways of delivering a sustainable community meals service which could operate at full cost recovery for at least five years or more.

The recommendation of officers conducting the review was therefore to decommission the service and signpost and support service users to alternative means of obtaining a meal.

The Council does not have a statutory obligation to fund any meals related costs, other than those costs related to the provision of support to people who meet the national eligibility criteria for adults with care and support needs under the Care Act 2014, to help them access and consume meals.

Expand box as required

Age: Consider the full range of age groups	
<i>Please tick (✓) the relevant box:</i>	
Positive	
Neutral	
Negative	x
Overall impact: <i>The community meals service is targeted towards those in society who need help to access and/or consume a hot meal. Elderly residents are the majority users of this service and are therefore impacted by the proposed changes. Elderly service users are likely to be concerned about the changes and maybe unsure of the signposting process.</i>	
<i>*Expand box as required</i>	
Evidence:	
<i>81% of the total service users are aged over 65.</i>	
<i>*Expand box as required</i>	
Sources used:	
<i>Catering Services Customer Database Adult Social Care AIS Database</i>	
<i>*Expand box as required</i>	

Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions	
<i>Please tick (✓) the relevant box:</i>	
Positive	
Neutral	
Negative	x
Overall impact: <i>The majority of service users have a registered disability/ies which can commonly include dementia, sensory conditions and frailty. Some service users will be incapable of understanding or managing a change of meal provider. Some disabilities will mean that some service users will require support to consume a meal.</i>	
<i>*Expand box as required</i>	
Evidence:	
<i>73% of service users have either single or multiple disabilities (remaining 27% unstated).</i>	
<i>*Expand box as required</i>	
Sources used:	
<i>Adult Social Care AIS Database</i>	
<i>*Expand box as required</i>	

Sex/gender: Consider both men and women	
<i>Please tick (✓) the relevant box:</i>	
Positive	
Neutral	
Negative	x
<p>Overall impact: <i>The Meals on Wheels review is likely to have a disproportionate impact on female service users as they are over-represented (65%) in the current service user pool.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p>Evidence:</p> <p><i>The Meals on Wheels customer database contains details of title (Mr, Mrs, Miss or Ms) which has been used to identify the gender profile as 35% Male and 65% Female.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p>Sources used:</p> <p><i>Catering Services Customer Database Adult Social Care AIS Database</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	

Ethnicity/race: Consider the impact on different ethnic groups and nationalities	
<i>Please tick (✓) the relevant box:</i>	
Positive	
Neutral	
Negative	x
<p>Overall impact: <i>The BME group is under-represented in this service as the majority of users where stated are White British. BME users who may not have English as a first language may have difficulties understanding communications around the changes and the signposting literature. Also signposting must be cognisant of the needs of the BME society particularly in the requirement for ethnic food choices.</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p>Evidence:</p> <p><i>A minority of services users(4.1%) in Havering have declared a BME category</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p>Sources used:</p> <p><i>Adult Social Care AIS Database</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p>	

Religion/faith: Consider people from different religions or beliefs including those with no religion or belief	
<i>Please tick (✓) the relevant box:</i>	
Positive	
Neutral	
Negative	x
Overall impact: <i>A small number of service users have declared a religion (Hindu & Jewish) which may have a bearing on food choices. Signposting will need to be aware of these needs and include providers who cater for a range of cultural food requirements.</i>	
<i>*Expand box as required</i>	
Evidence: <i>0.4% of service users are Hindu; 0.7% are Jewish.</i>	
<i>*Expand box as required</i>	
Sources used: <i>Adult Social Care AIS Database</i>	
<i>*Expand box as required</i>	

Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual	
<i>Please tick (✓) the relevant box:</i>	
Positive	
Neutral	x
Negative	
Overall impact: <i>There is no available data on this protected characteristic but it is anticipated that the impact from the proposals will be neutral.</i>	
<i>*Expand box as required</i>	
Evidence: <i>There is no data available to identify the sexual orientation of community meals service users.</i>	
<i>*Expand box as required</i>	
Sources used: <i>Catering Services Customer Database Adult Social Care AID Database</i>	
<i>*Expand box as required</i>	

Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth	
<i>Please tick (✓) the relevant box:</i>	Overall impact: <i>There is no available data on this protected characteristic but it is anticipated that the impact from the proposals will be neutral.</i>
Positive	
Neutral	x
Negative	
<i>*Expand box as required</i>	
Evidence: <i>There is no data available to identify service users who are seeking, undergoing or have received gender reassignment surgery.</i>	
<i>*Expand box as required</i>	
Sources used: <i>Catering Services Customer Database Adult Social Care AID Database</i>	
<i>*Expand box as required</i>	

Marriage/civil partnership: Consider people in a marriage or civil partnership	
<i>Please tick (✓) the relevant box:</i>	Overall impact: <i>No impacts identified for this category.</i>
Positive	
Neutral	x
Negative	
<i>*Expand box as required</i>	
Evidence: <i>15.4% of service users are married. There is no data on service users who are in a civil partnership.</i>	
<i>*Expand box as required</i>	
Sources used: <i>Adult Social Care AIS Database</i>	
<i>*Expand box as required</i>	

Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave	
Please tick (✓) the relevant box:	
Positive	
Neutral	x
Negative	
Overall impact: <i>There is no available data on this protected characteristic but it is anticipated that the impact from the proposals will be neutral.</i>	
<i>*Expand box as required</i>	
Evidence: <i>There is no data available to identify the pregnancy status of community meals service users.</i>	
<i>*Expand box as required</i>	
Sources used: <i>Adult Social Care AIS Database</i>	
<i>*Expand box as required</i>	

Socio-economic status: Consider those who are from low income or financially excluded backgrounds	
Please tick (✓) the relevant box:	
Positive	
Neutral	x
Negative	
Overall impact: <i>There is no available data on this protected characteristic but it is anticipated that the impact from the proposals will be neutral.</i>	
<i>*Expand box as required</i>	
Evidence: <i>There is no data available to identify the socio-economic status of community meals service users.</i>	
<i>*Expand box as required</i>	
Sources used: <i>Adult Social Care AIS Database</i>	
<i>*Expand box as required</i>	

Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment.

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Age	Elderly service users are likely to be concerned about the changes and maybe unsure of the signposting process.	Comms planning will take full account of how to communicate and reassure service users through the changes. A dedicated telephone helpdesk will be set-up within Adult Social care for users to raise concerns.	A detailed comms plan has been drafted to identify the correspondence to be sent to service users. All service users to be contacted by Adult Social Care to ensure they are able to identify a suitable alternative provider.	Prior to closure of the service. Exact timescale to be confirmed following implementation planning.	Dennis Brewin
Age		Adult Social Care team will contact all vulnerable service users to fully assess their needs and support them to a suitable alternative meal provider to ensure no gaps in care.	All service users identified during the service review as needing support are contacted and supported to have the right support in place. Progress to be monitored in a weekly catch up meeting to review implementation progress.	Prior to closure of the service. Exact timescale to be confirmed following implementation planning.	Daphne Edwards (tbc)

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Disability	Some service users will be incapable of understanding or managing a change of meal provider. Some disabilities will mean that some service users will require support to consume a meal.	Adult Social Care team will contact all vulnerable service users to fully assess their needs and support them to a suitable alternative meal provider to ensure no gaps in care.	All service users identified during the service review as needing support are contacted and supported to have the right support in place. Progress to be monitored in a weekly catch up meeting to review implementation progress.	Prior to closure of the service. Exact timescale to be confirmed following implementation planning.	Daphne Edwards (tbc)
Ethnicity/Race	Process needs to be cognisant of the requirement for ethnic food choices.	Signposting to include suppliers that can offer a wide range of food choices to take into account specific religious and cultural needs and dietary requirements.	Catering identify a range of suppliers who can offer a diverse range of foods to meet the cultural/religious profile of residents in Havering.	Immediately following staff consultation.	Dennis Brewin.
Religion/Faith	Process needs to be cognisant of the requirement for religious food choices.	Signposting to include suppliers that can offer a wide range of food choices to take into account specific religious and cultural needs and dietary requirements.	Catering identify a range of suppliers who can offer a diverse range of foods to meet the cultural/religious profile of residents in Havering.	Immediately following staff consultation.	Dennis Brewin.

* You should include details of any future consultations you will undertake to mitigate negative impacts

** Monitoring: You should state how the negative impact will be monitored; how regularly it will be monitored; and who will be monitoring it (if this is different from the lead officer).

Review

This is a pre-emptive EIA document whereby impacts only come into effect if Cabinet support the recommendations to decommission the community meals service and if the consultation process fails to identify an alternative future for the service.

This EIA will therefore be reviewed with the relevant officers following a Cabinet decision to decommission the community meals service and will be used as an integral part of the implementation planning process to ensure all actions are assigned and managed.

Appendix C: Example Signposting Leaflets

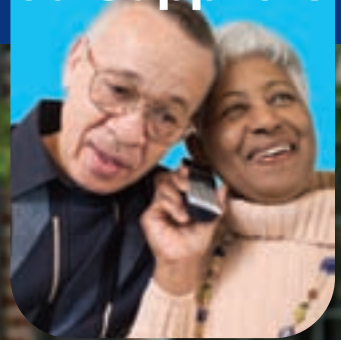
Example Signposting leaflet

The attached leaflet was produced by the London Borough of Bexley to signpost and assist service users to order frozen meals from a range of providers. This is presented as an example of the type of document which would be produced by the London Borough of Havering to signpost users from the community meals service to an alternative provider.

The London Borough of Havering will identify a range of frozen, chilled and hot meal providers to provide a wider range of choice to our residents.

This page is intentionally left blank

A Step by Step Guide to Ordering Frozen Meals from Approved Suppliers



The London Borough of Bexley has approved the following suppliers in providing delivered meals to clients within the Borough. This brochure lists key information about each supplier to assist clients in making a choice that best suits their taste, lifestyle and diet.

A Step by Step Guide

This step by step brochure is designed to help you make the best choice of meal supplier for your dietary needs.

Step 1 Read through the company information provided and the services that are on offer. **Select a Company from the List of Approved Meal Suppliers. Call them for a brochure.**

Step 2 Once you have chosen your supplier you can contact them and **Place your order.**

Step 3 **Await delivery of your meals.**

Step 4 **Heat your meals** following the instructions on the packaging and enjoy.

Company	Price Main Meal	Price Main Meal & Dessert	No. of Meals in Range
Flowfood	From £1.80	Desserts from 60p	150
Oakhouse Foods	From £1.75	Desserts from £1.15	270
Greenwich Trading Services	£3.10	£3.85	73
London Borough of Bromley	-	£3.00	87
Wiltshire Farm Foods Page 304	From £2.05	Desserts from 85p	175

Step 1 Select a Company from this List of Approved Meal Suppliers and call for a Brochure

Company	Ordering Options	Delivery Options	Payment Options	Freezer/ Microwave
Flowfood	Driver, Phone, Post, Fax or Internet	Weekly, Fortnightly or Monthly	Cash, Cheque, Monthly Invoice or Voucher	Can be hired
Oakhouse Foods	Driver, Phone, Post or Internet	Weekly	Cash, Cheque, Debit/Credit Card or Account (subject to approval)	Can be purchased
Greenwich Training Services	Driver, Phone, Post or Internet	Weekly	Cash or Cheque	Can be hired
London Borough of Bromley	Driver, Phone or Post	4 weekly cycle	Cash, Cheque or Monthly Account	Can be hired
Wiltshire Farm Foods	Driver, Phone, Internet or Office will telephone on a regular basis	Weekly, Monthly or Ad Hoc	Cash, Cheque, Debit/Credit Card	Cannot supply



Step 2 Place your order with a supplier

The London Borough of Bexley has checked that suppliers are able to provide good quality food safely to your home.

Flowfood Ltd

South Street
Ashton under Lyne
Lancs OL7 0PH
Tel: 0161 330 0411
Fax Order Line:
0161 343 2193
Internet: www.flowfood.co.uk

Oakhouse Food (WK) Ltd

1 Archers Park
Branbridges Road
East Peckham
Kent TN12 5HP
Tel: 01622 871005
Internet:
www.oakhousefoods.co.uk

Greenwich Trading Services

Passenger Services
Department
Birchmere Business Site
Eastern Way
Thamesmead
London SE28 8BF
Tel: 020 8921 4513/4514
Internet:
Meals.Service@greenwich.gov.uk

London Borough of Bromley

Meals at Home Service
Central Depot
Baths Road
Bromley
Kent BR2 9RB
Tel: 020 8313 4856
Fax: 020 8313 4857
Internet:
www.bromley.gov.uk

Wiltshire Farm Foods

Manor Farm
Shell Bank Lane
Green Street Green
Kent DA2 8DL
Tel: 01474 700094
Fax: 01474 708864
Internet:
www.wiltshirefarmfoods.com
Tel Brochure Request /
Customer Care: Freephone
0800 773773

Step 3 Await Delivery of your meals Step 4 Heat your meals following the instructions on the packaging and enjoy



Hotline Telephone Number

Call this number for help in how to use the brochure to order your meals.

020 8836 8028

Office hours only.

If you need assistance outside office hours please call 020 8303 7777.

Complaints

Please call the hotline number or if you'd like to send in a written complaint about the service you're receiving please post this to: Community Meals Room 56, Adult Social Care Hill View Offices, Hill View Drive, Welling, Kent, DA16 3RY

If you would like to know more about the services the Council provides, or would like either a translation of this document or the information in a different format, please call our Customer Contact Centre on 020 8303 7777 and press 0, quoting reference: 602947/06.08

