

Description of Impact by Equality Categories

The positive and negative impacts on each equality group are listed below. The level of impact for different proposals will be quite different, so it is not sufficient to compare the numbers of proposals relating to each category to work out the comparative impact.

Age

Positive impacts

Ref Number	Name of Proposal	Description	Mitigation
ACS SAV 10I	Administration of Learning Disability Partnership Board	Deleting Post Supporting Administration of Learning Disability Partnership Board	The new re commissioned advocacy service from April 2013 will provide an enhanced service to support disabled people and their families to have a voice and meaningfully engage with the Council. Resources within the commissioning team will be re focused to meet any gaps in the co-ordination and provision of accessible information to the new structures underpinning the Health and Well Being Board

Negative Impacts

Ref Number	Name of Proposal	Description	Mitigation
ACS SAV 01	Community Cohesion and Equalities	Reducing the equalities and the voluntary sector team will result in less support for and liaison with all groups and organisations working on all equalities issues. Of the 5 posts currently in the team only 2 will remain in the new structure	By absorbing voluntary sector commissioning and liaison into the Adult Commissioning Team's duties we will be able to continue to offer some support to Equalities, Community and Faith Groups
ACS SAV 02	Statutory Social Care and Corporate Complaints Function	General reduction in quality of complaints handling leading to adverse impacts on the groups identified. Two members of staff would be deleted from a team comprised of white female staff members.	Substantial training for the team that will take on this function. Management intervention and support. Monitoring of complaints handling times to ensure there are no rapid increases. These redundancies would be based solely on the budget proposal.
ACS SAV 03	Occupational Therapy and	Older people and people with	New working processes will be adopted to manage waiting times.

	Sensory Services	disabilities use the service, and it is possible that waiting times for assessment could increase.	
ACS SAV 07	Reductions in Voluntary Grants and Commissions.	A number of impacts, details are held within supporting document.	A number of detailed mitigations held within supporting document.
ACS SAV 10e	Floating Support for Homeless People	There will be a reduced capacity for supported accommodation for BME, Disabled, LGB groups and the socio-economically disadvantaged people aged between 16 and 18.	Partnership work with Integrated Youth Support to identify housing related training to inform staff of alternative pathways for young people into access housing. Adult Commissioning to continue to support Foyer application of grant to develop Patchwork project to enable young people to access private rented market and look for other individuals to share accommodation with. IYS & Housing to work with secondary schools to develop programme that manages young people's expectations of housing 16 plus. Focus is prevention of homelessness and promoting mediation if appropriate to avoid young people becoming estranged from family home.
ACS SAV 10f	Specialist Employment Support for People with Mental Health Needs	The service supports people with mental health needs and learning disabilities, these groups would lose this support. Service users are generally older people so this will have impact on older people.	Review undertaken by Adult Commissioning in September 2013, six months from contract alteration on 31st March 2013. This review will also include the Job Centre Plus and LBBD run Work Clubs. If available comparable data is available it will enable any adverse impacts to be identified. Furthermore this process will also help support identification of trends and new and emerging needs across the borough. The Adult Commissioning Team will respond to findings by issuing contract variations where possible and appropriate, detailing required changes in service delivery to mitigate any adverse impacts and record outcomes of any changes implemented.
ACS SAV 10g	Decommission six Beds of Accommodation Based Support for 16-18 Year Olds at the Vineries		
ACS SAV 11	Reduce Funding for Care Packages		
ACS SAV 13	Homelessness Prevention	Reduction of capacity on Floating Support Framework	

ACS SAV 14	Reduce Carer's Contract		Council will work alongside Carers of Barking and Dagenham to align with consultation with service users to minimise impact.
ACS SAV 23	Heritage Education Service	The proposal is to end the heritage education programme unless it can be made self financing. This will have an adverse impact on the ability of children and young people to learn about the history of the area as well as on the effective delivery of the school curriculum.	Schools will be provided with guidance on where to source alternative heritage education providers to assist with curriculum delivery.
CSC SAV 1	Early Years - Changes to the Delivery Format of Phase 3 Children's Centres	New mothers and mothers to be will be affected by these proposals. LBBB children's centres are used overwhelmingly by disadvantaged families.	Services will continue to be provided either by different centres nearby, or at the same centres with a different funding structure. The proposal ensures that services targeted at combating child poverty and providing health services to new and expecting mothers are still delivered at the venues.
CSC SAV 3	Borough Apprenticeship Scheme - Removal of Apprenticeship Wage Subsidy to Departments and Reduction in 14-19 Staffing	There is a potential reduction in the number of apprenticeships, which may reduce the number of young people brought into work - with impact on race as the majority of the apprentices are white, there may be loss of posts for people with disabilities and the apprenticeships provide employment for young people.	Apprenticeship development post has been protected. Adult College to look to increase its role in promoting and supporting apprenticeships. Central subsidy removed over two financial years to allow time to seek other funding streams and for departments to plan to mainstream their use of apprenticeships.
CSC SAV 7	Commissioning & Safeguarding - Reduced Capacity Within the Performance, Inspection Support and Commissioning Team	Lack of capacity to monitor contracts and analyse data.	In order to mitigate this risk we will provide a comprehensive range of training and support for all third and fourth tier managers to allow this monitoring to be as effective as possible. Managers will need to be trained on data analysis and the ability to tender for a service using EU regulations
CSC SAV 19	School Improvement - Review of 14-19 Provision	Reduction in the volume and quality of impartial careers information, advice and guidance for young people aged 13-19.	Council officers work with schools and other providers to commission additional provision or to explore other delivery options e.g. through the use of ICT. <ul style="list-style-type: none"> • Work with providers to develop apprenticeship programmes. • Council officers realign existing commissioned services to achieve greater impact and to align with existing provision for

			<p>example, available in Children's Centres.</p> <ul style="list-style-type: none"> • Improve data sharing and tracking arrangements of young people with local providers • The Local Authority is extending the number of quality assured providers of alternative education for young people aged 14-19 • The Skills Centre will provide an additional 560FTE places for LBBB young people following vocational pathways • Council officers realign existing commissioned services to achieve greater impact and to align with existing provision for example, available in Children's Centres.
FIN&RES SAV 21	Savings in the Economic Development and Sustainable Communities Group	To deliver savings to support the overall Council budget reductions it is proposed to make a 33% reduction in the controllable budget of the Economic Development team.	<p>Refocus BEC and BRMs services deliver better value for money. Refocussing of the priorities of the team to deliver. The proposed restructure will look at the needs of the community and generate new JDs for a smaller team.</p>
H&E SAV 01c	Park Ranger Service Delete Posts	The proposal could reduce availability of facilities used by older people. Reduction in parks facilities could impact on socio-economically disadvantaged people's access to free recreation. There would be less access to parks for those with mobility and sight disabilities.	The borough does have a number of other parks and open spaces which members of the community could use. We will seek to maintain main pathways.
H&E SAV 13	Taking Costs Out of the Management of our Parks and Open Spaces by Removal of Infrastructure and Reducing Maintenance; and Identifying Alternative Community Use for Spaces where Possible	The proposal could reduce availability of facilities used by older people and young people, two major user groups. Reduction in parks facilities could impact on socio-economically disadvantaged people's access to free recreation. There would be less access to parks for those with mobility and sight disabilities.	The borough does have a number of other parks and open spaces which members of the community could use. We will seek to maintain main pathways.
H&E SAV 17	Reducing our Pedestrian on Street Presence for Parking Enforcement and Increase use Cameras and Automatic Number Plate Recognition Technology	Any residents who have difficulty making payments by phone will be impacted by this change. This may include those on lower incomes and the elderly.	Mobile phone usage amongst those who drive is likely to be high.

	Together with Paperless Permitting and Cashless Payment for on Street Parking		
H&E SAV 19	Improving Efficiency of Green Garden Waste Collection, by Ceasing Separate Collection	Any reduction in waste services is likely to impact on disabled/elderly users. Twelve staff posts will be deleted.	Engagement will take place with local Disability Equality Forum. Residents will have to compost or dispose of their own green garden

Disability

Positive impacts

Ref Number	Name of Proposal	Description	Mitigation
H&E SAV 15	Efficiencies Arising from the Parking Services Improvement Plan and Zero Based Budget Review	The design of all schemes intends to promote/protect the use of our road space for disabled people. Fines arising from penalty charge notices will have a disproportionate impact on drivers of low income. Permit costs are cheaper for those running lower cost vehicles. For those with larger vehicles but without the ability to move to a more carbon efficient vehicle there will be increased cost which may be disproportionately higher for those on lower incomes.	Early payment schemes and payment options for fines can be considered. Low cost options for permits based on different vehicle choices.

Negative impact

Ref Number	Name of Proposal	Description	Mitigation
H&E SAV 19	Improving Efficiency of Green Garden Waste Collection, by Ceasing Separate Collection	Any reduction in waste services is likely to impact on disabled/elderly users. Twelve staff posts will be deleted.	Engagement will take place with local Disability Equality Forum. Residents will have to compost or dispose of their own green garden waste using the Recycling and Re-use site located within the borough.
ACS SAV 03	Occupational Therapy and	Older people and people with	New working processes will be adopted to manage waiting times.

	Sensory Services	disabilities use the service, and it is possible that waiting times for assessment could increase.	
ACS SAV 07	Voluntary Sector Grants and Commissions	A number of impacts, details are held within supporting document.	A number of detailed mitigations held within supporting document.
ACS SAV 10e	Floating Support for Homeless People	<p>BME groups not accessing support from mainstream services.</p> <p>Disability groups no longer provided choice of provider to meet support needs.</p> <p>LGB groups not accessing mainstream services.</p> <p>Older People not accessing mainstream services.</p> <p>Socioeconomic groups experiencing difficulty in accessing mainstream services.</p> <p>Social care Staff experiencing increased pressures.</p> <p>HART staff team.</p>	<p>Promotion of mainstream support services to BME groups</p> <p>Under new proposal HART team will need to ensure that they have engagement strategy in place. Any newly tendered service specific to Welfare benefits will need to include specific outcomes in relation to be BME groups.</p> <p>For those service users who have access to IB to purchase support directly from their chosen provider. For those who are not FAC's eligible to be targeted by mainstream services to ensure that they access services</p> <p>Training and support to be offered to mainstream services to identify barriers for LGB groups accessing mainstream services.</p> <p>Implement robust systems to record and monitor LGB activity.</p> <p>Promote voluntary and statutory services to Older Peoples services.</p> <p>Services to build trust with older people to gain their confidence in services ability to meet needs.</p> <p>Commissioned Welfare Benefit services to include targets around engaging vulnerable groups to prevent homelessness.</p> <p>Staff to be briefed on availability of voluntary sector support and externally commissioned services that can potentially meet needs of service users.</p> <p>Consultation with staff to commence asap to ensure that staff is involved in a future remodelling.</p>
ACS SAV 10f	Specialist Employment Support for People with Mental Health Needs	<p>Adverse impact on Disability & Age via loss of specialist service.</p> <p>Socio economic factors impacting on isolation.</p>	<p>To mitigate any adverse impact on all groups it is proposed that staff providing support in statutory services undertake skills audit to ascertain their strengths and weaknesses in working with MH & LD client groups.</p> <p>Identified Skills gaps to inform training packages for staff.</p> <p>Training packages to include input from NELFT to maintain links with NELFT employment support.</p>

			<p>Develop with statutory employment support teams data collation proformas to aid future reviews</p> <p>Offering additional training to our Job Shops and building employment support into a different model of service provision for people with learning disabilities from the Maples Day Centre as part of the Fulfilling Lives Project .</p> <p>The commissioning of community catalysts to support disabled people to establish local micro social enterprises</p> <p>Continued support of MH and LD user led organisations to take lead on social inclusion opportunities for those most vulnerable to exclusion.</p>
ACS SAV 10g	Decommission six Beds of Accommodation Based Support for 16-18 Year Olds at the Vineries	Loss of Capacity adversely impacting on BME, Disabled & LGB & Socio economic groups.	<p>Partnership work with Integrated Youth Support (IYS) to identify Housing related training to inform staff of alternative pathways for young people to access housing.</p> <p>Adult Commissioning to continue to support Foyer application of grant to develop Patchwork project to enable young people to access private rented market and look for other individuals to share accommodation with.</p> <p>IYS & Housing working with secondary schools to develop programme that manages young peoples expectations of housing 16 plus. Focus is prevention of homelessness and promoting mediation if appropriate to avoid young people becoming estranged from family home.</p>
ACS SAV 10h	Supporting Employment Opportunities for People with Drug and Alcohol Problems	Adverse impact on disability via loss of specialist service. Financial constraints impact on service users and they feel isolated and unable to increase social inclusion activities outside of statutory services due to financial hardship. The majority of current service users have been reported as socioeconomically disadvantaged, therefore loss of specialist support services will have some adverse effects. Loss of specialist support will reduce service user's opportunities to increase household income via paid employment and increase social	<p>To mitigate any adverse impact on all groups it is proposed that staff providing support in statutory services undertake skills audit to ascertain their strengths and weaknesses in working with MH&LD client groups. Identified Skills gaps to inform training packages for staff. Training packages to include input from NELFT to maintain links with NELFT employment support.</p> <p>Develop with statutory employment support teams data collation proformas to aid future reviews. Offering additional training to our Job Shops and building employment support into a different model of service provision for people with learning disabilities from the Maples Day Centre as part of the Fulfilling Lives Project. The commissioning of community catalysts to support disabled people to establish local micro social enterprises. Continued support of MH and LD user led organisations to take lead on social inclusion opportunities for those most vulnerable to exclusion. Outcomes: Overall increased take up of statutory employment support by MH</p>

		inclusion opportunities to aid recovery. There is a risk that without this specialist support a number of people with learning disabilities currently supported may lose their jobs. There may be some low level adverse effects for women as it is known that only a small amount actually gain paid employment and without specialist support the opportunities may decrease further.	& LD groups. Inclusion of LD & MH groups in mainstream services. Create greater local employment opportunities for people with disabilities. Empowering Service users to make a positive difference to the lives of the people accessing services.
ACS SAV 10I	Deleting Post Supporting Administration of Learning Disability Partnership Board	A lack of advocacy support and accessible information to people with learning disabilities would have an adverse effect on their ability to meaningfully engage with the Council in policy making and service development issues. It is therefore crucial that the new recommissioned advocacy service provides that function and that any gaps in the co-ordination and production of accessible information is met from the existing resources within the commissioning team. There is the potential for the deletion of this post to have an adverse impact on the current level of support and accessible information available to people with learning disabilities and their carers	The new re commissioned advocacy service from April 2013 will provide an enhanced service to support disabled people and their families to have a voice and meaningfully engage with the Council. Resources within the commissioning team will be re focused to meet any gaps in the co-ordination and provision of accessible information to the new structures underpinning the Health and Well Being Board
ACS SAV 11	Reduce Funding for Care Packages		
ACS SAV 13	Homelessness Prevention	Reduction of capacity on Floating Support Framework	
ACS SAV 14	Reduce Carer's Contract		Council will work alongside Carers of Barking and Dagenham to align with consultation with service users to minimise impact.
ACS SAV 21	Delete Events Team	The proposal is to end all directly	As there will be no staffing capacity, expertise or financial

		<p>delivered large scale events held in the Borough and support, guidance and oversight of events organised by third parties.</p> <p>Most of the events delivered by the team are free to access and have a universal appeal. If implemented this proposal will result in a reduction to the range, quality and number of large scale and community events being provided for and by residents. Opportunities for people of different ages and backgrounds to come together in a safe and enjoyable way will be greatly reduced</p>	<p>resources available to directly provide large scale public events in the future or advice and support to community groups, it is not possible to mitigate the adverse impact that this proposal will have on residents</p>
ACS SAV 23	Heritage Education Service	<p>The proposal is to end the heritage education programme unless it can be made self financing.</p> <p>This will have an adverse impact on the ability of children and young people to learn about the history of the area as well as on the effective delivery of the school curriculum.</p>	<p>Schools will be provided with guidance on where to source alternative heritage education providers to assist with curriculum delivery.</p> <p>Resource pack to be considered for development that will enable teachers to use the heritage sites independently to support curriculum delivery.</p> <p>Prices will be increased to help make the service self financing as well as effort made to 'grow the business'.</p> <p>A service restructure will be considered to see if it is feasible to continue delivering the service and still achieve the required savings target.</p>
CSC SAV 1	Early Years - Changes to the Delivery Format of Phase 3 Children's Centres	<p>New mothers and mothers to be will be affected by these proposals. LBBD children's centres are used overwhelmingly by disadvantaged families.</p>	<p>Services will continue to be provided either by different centres nearby, or at the same centres with a different funding structure.</p> <p>The proposal ensures that services targeted at combating child poverty and providing health services to new and expecting mothers are still delivered at the venues.</p>
CSC SAV 2	Integrated Youth Service - Reduction in Staff and Commissioning	<p>Reduction in capacity to deliver parental engagement, particularly to those with disabled children.</p> <p>Reduction in positive activities through reduction in commissioning budget and deletion of part-time youth worker posts. Higher proportion of socio-economically disadvantaged young</p>	<p>A new and comprehensive constitution for the Borough-Wide Parents Board and Just Say sub-group has been developed. In addition, the Parent Participation Grant will be used this year to empower parents to take a lead in developing services without the need to Officer support. The deletion of vacant posts will not impact on IYS's capacity to deliver its current programme of 29 open access youth sessions per week across the borough, and six summer holiday programmes. The reduction in the commissioning</p>

		people accessing youth provision.	budget represents less than 10% and will not impact on the voluntary sector. Any reductions in service delivery (e/g/ Air Football) will be mitigated through better coordination with other programmes, such as Positive Futures and Kickz. Staff reduction will be completed through competitive interview process, in line with Council equalities principles.
CSC SAV 3	Borough Apprenticeship Scheme - Removal of Apprenticeship Wage Subsidy to Departments and Reduction in 14-19 Staffing	There is a potential reduction in the number of apprenticeships, which may reduce the number of young people brought into work - with impact on race as the majority of the apprentices are white, there may be loss of posts for people with disabilities and the apprenticeships provide employment for young people.	Apprenticeship development post has been protected. Adult College to look to increase its role in promoting and supporting apprenticeships. Central subsidy removed over two financial years to allow time to seek other funding streams and for departments to plan to mainstream their use of apprenticeships.
CSC SAV 6	Education - Reduction of £100k in Education Inclusion	If the current service is reduced there is a risk that there will be a reduced capacity to respond to individual teacher requests for pupils with special needs. In particular there may be a likelihood of mainstream placements breaking down and an increase in pupils with complex needs being placed at specialist high cost provisions.	
CSC SAV 7	Commissioning & Safeguarding - Reduced Capacity Within the Performance, Inspection Support and Commissioning Team	Lack of capacity to monitor contracts and analyse data.	In order to mitigate this risk we will provide a comprehensive range of training and support for all third and fourth tier managers to allow this monitoring to be as effective as possible. Managers will need to be trained on data analysis and the ability to tender for a service using EU regulations.
CSC SAV 12	Complex Needs and Social Care, Assessment and Care Management. Reduce Court Costs	There is unlikely to be adverse impact as this proposal is unlikely to be accepted. There is a possible risk that parents with a physical / learning difficulty or those from deprived socio economic backgrounds may be adversely affected by the routine	Reasonable adjustment will be considered on a case by case basis where such circumstances apply.

		removal of transport support as outlined above.	
CSC SAV 18	School Improvement - Further Reduce Central SEN Support Team and Only be Funded from DSG	Proposal would reduce specialist support for pupils with special educational needs/learning disabilities.	Schools are expected to buy in support from the educational market.
CSC SAV 19	School Improvement - Review of 14-19 Provision	Reduction in the volume and quality of impartial careers information, advice and guidance for young people aged 13-19. Decrease in the number of apprenticeships available to borough residents. The numbers of young people who are NEET or 'unknown' increase as a result of prevailing economic conditions	Council officers work with schools and other providers to commission additional provision or to explore other delivery options e.g. through the use of ICT. • Work with providers to develop apprenticeship programmes. • Council officers realign existing commissioned services to achieve greater impact and to align with existing provision for example, available in Children's Centres. • Improve data sharing and tracking arrangements of young people with local providers • The Local Authority is extending the number of quality assured providers of alternative education for young people aged 14-19 • The Skills Centre will provide an additional 560FTE places for LBBD young people following vocational pathways • Council officers realign existing commissioned services to achieve greater impact and to align with existing provision for example, available in Children's Centres.
FIN&RES SAV 20	Savings in the Employment and Skills Group	Less direct, face-to-face support available to those on low incomes	Continued promotion of local and national websites (e.g. www.gov.uk) and telephone-based advice and support services Lobby/seek additional external funding to maintain provision from Greater London Authority and/or Dept of Work and Pensions
H&E SAV 01c	Park Ranger Service Delete Posts	The proposal could reduce availability of facilities used by older people. Reduction in parks facilities could impact on socio-economically disadvantaged people's access to free recreation. There would be less access to parks for those with mobility and sight disabilities.	The borough does have a number of other parks and open spaces which members of the community could use. We will seek to maintain main pathways.
H&E SAV 07	Improved Efficiency of our Street Cleansing Operations Allowing the Reduction in the Provision	Any reduction in street cleansing is likely to impact on people with mobility if litter increases. Reduced cleanliness of streets is likely to impact on	The service conducts regular surveys of street cleanliness and will ensure that particular reference is paid to this if the saving proposal is accepted. Engagement will also take place with local Disability Equality forum.

	of Separate out of Hours Operations	socioeconomically disadvantaged residents due to overall cleanliness of the environment and potential impact on property values.	
H&E SAV 13	Taking Costs Out of the Management of our Parks and Open Spaces by Removal of Infrastructure and Reducing Maintenance; and Identifying Alternative Community Use for Spaces where Possible	The proposal could reduce availability of facilities used by older people and young people, two major user groups. Reduction in parks facilities could impact on socio-economically disadvantaged people's access to free recreation. There would be less access to parks for those with mobility and sight disabilities.	The borough does have a number of other parks and open spaces which members of the community could use. We will seek to maintain main pathways.
H&E SAV 19	Improving Efficiency of Green Garden Waste Collection, by Ceasing Separate Collection	Any reduction in waste services is likely to impact on disabled/elderly users. Twelve staff posts will be deleted.	Engagement will take place with local Disability Equality Forum. Residents will have to compost or dispose of their own green garden waste using the Recycling and Re-use site located within the borough.

Socio-Economic

Negative

Ref Number	Name of Proposal	Description	Mitigation
ACS SAV 01	Community Cohesion and Equalities	Reducing the equalities and the voluntary sector team will result in less support for and liaison with all groups and organisations working on all equalities issues. Of the 5 posts currently in the team only 2 will remain in the new structure	By absorbing voluntary sector commissioning and liaison into the Adult Commissioning Team's duties we will be able to continue to offer some support to Equalities, Community and Faith Groups
ACS SAV 07	Voluntary Sector Grants and Commissions	A number of impacts, details are held within supporting document.	A number of detailed mitigations held within supporting document.
ACS SAV 10e	Floating Support for Homeless People	BME groups not accessing support from mainstream services. Disability groups no longer provided choice of provider to meet support needs.	Promotion of mainstream support services to BME groups Under new proposal HART team will need to ensure that they have engagement strategy in place. Any newly tendered service specific to Welfare benefits will need to include specific outcomes in relation to be BME groups.

		<p>LGB groups not accessing mainstream services. Older People not accessing mainstream services. Socioeconomic groups experiencing difficulty in accessing mainstream services. Social care Staff experiencing increased pressures. HART staff team.</p>	<p>For those service users who have access to IB to purchase support directly from their chosen provider. For those who are not FAC's eligible to be targeted by mainstream services to ensure that they access services Training and support to be offered to mainstream services to identify barriers for LGB groups accessing mainstream services. Implement robust systems to record and monitor LGB activity.</p> <p>Promote voluntary and statutory services to Older Peoples services. Services to build trust with older people to gain their confidence in services ability to meet needs. Commissioned Welfare Benefit services to include targets around engaging vulnerable groups to prevent homelessness.</p> <p>Staff to be briefed on availability of voluntary sector support and externally commissioned services that can potentially meet needs of service users.</p> <p>Consultation with staff to commence asap to ensure that staff is involved in a future remodelling.</p>
ACS SAV 10f	Specialist Employment Support for People with Mental Health Needs	<p>Adverse impact on Disability & Age via loss of specialist service. Socio economic factors impacting on isolation.</p>	<p>To mitigate any adverse impact on all groups it is proposed that staff providing support in statutory services undertake skills audit to ascertain their strengths and weaknesses in working with MH & LD client groups. Identified Skills gaps to inform training packages for staff. Training packages to include input from NELFT to maintain links with NELFT employment support. Develop with statutory employment support teams data collation proformas to aid future reviews Offering additional training to our Job Shops and building employment support into a different model of service provision for people with learning disabilities from the Maples Day Centre as part of the Fulfilling Lives Project. . The commissioning of community catalysts to support disabled people to establish local micro social enterprises Continued support of MH and LD user led organisations to take lead on social inclusion opportunities for those most vulnerable to</p>

			exclusion.
ACS SAV 10g	Decommission six Beds of Accommodation Based Support for 16-18 Year Olds at the Vineries	Loss of Capacity adversely impacting on BME, Disabled & LGB & Socio economic groups.	Partnership work with Integrated Youth Support (IYS) to identify Housing related training to inform staff of alternative pathways for young people to access housing. Adult Commissioning to continue to support Foyer application of grant to develop Patchwork project to enable young people to access private rented market and look for other individuals to share accommodation with. IYS & Housing working with secondary schools to develop programme that manages young peoples expectations of housing 16 plus. Focus is prevention of homelessness and promoting mediation if appropriate to avoid young people becoming estranged from family home.
ACS SAV 10h	Supporting Employment Opportunities for People with Drug and Alcohol Problems	Adverse impact on disability via loss of specialist service. Financial constraints impact on service users and they feel isolated and unable to increase social inclusion activities outside of statutory services due to financial hardship. The majority of current service users have been reported as socioeconomically disadvantaged, therefore loss of specialist support services will have some adverse effects. Loss of specialist support will reduce service user's opportunities to increase household income via paid employment and increase social inclusion opportunities to aid recovery. There is a risk that without this specialist support a number of people with learning disabilities currently supported may lose their jobs. There may be some low level adverse effects for women as it is known that only a small amount actually gain paid employment and without specialist support the opportunities may	To mitigate any adverse impact on all groups it is proposed that staff providing support in statutory services undertake skills audit to ascertain their strengths and weaknesses in working with MH&LD client groups. Identified Skills gaps to inform training packages for staff. Training packages to include input from NELFT to maintain links with NELFT employment support. Develop with statutory employment support teams data collation proformas to aid future reviews. Offering additional training to our Job Shops and building employment support into a different model of service provision for people with learning disabilities from the Maples Day Centre as part of the Fulfilling Lives Project. The commissioning of community catalysts to support disabled people to establish local micro social enterprises. Continued support of MH and LD user led organisations to take lead on social inclusion opportunities for those most vulnerable to exclusion. Outcomes: Overall increased take up of statutory employment support by MH & LD groups. Inclusion of LD & MH groups in mainstream services. Create greater local employment opportunities for people with disabilities. Empowering Service users to make a positive difference to the lives of the people accessing services.

		decrease further.	
ACS SAV 13	Homelessness Prevention	Reduction of capacity on Floating Support Framework	
ACS SAV 21	Delete Events Team	<p>The proposal is to end all directly delivered large scale events held in the Borough and support, guidance and oversight of events organised by third parties.</p> <p>Most of the events delivered by the team are free to access and have a universal appeal. If implemented this proposal will result in a reduction to the range, quality and number of large scale and community events being provided for and by residents. Opportunities for people of different ages and backgrounds to come together in a safe and enjoyable way will be greatly reduced</p>	As there will be no staffing capacity, expertise or financial resources available to directly provide large scale public events in the future or advice and support to community groups, it is not possible to mitigate the adverse impact that this proposal will have on residents
ACS SAV 23	Heritage Education Service	<p>The proposal is to end the heritage education programme unless it can be made self financing.</p> <p>This will have an adverse impact on the ability of children and young people to learn about the history of the area as well as on the effective delivery of the school curriculum.</p>	<p>Schools will be provided with guidance on where to source alternative heritage education providers to assist with curriculum delivery.</p> <p>Resource pack to be considered for development that will enable teachers to use the heritage sites independently to support curriculum delivery.</p> <p>Prices will be increased to help make the service self financing as well as effort made to 'grow the business'.</p> <p>A service restructure will be considered to see if it is feasible to continue delivering the service and still achieve the required savings target.</p>
CSC SAV 1	Early Years - Changes to the Delivery Format of Phase 3 Children's Centres	New mothers and mothers to be will be affected by these proposals. LBBB children's centres are used overwhelmingly by disadvantaged families.	Services will continue to be provided either by different centres nearby, or at the same centres with a different funding structure. The proposal ensures that services targeted at combating child poverty and providing health services to new and expecting mothers are still delivered at the venues.
CSC SAV 2	Integrated Youth Service - Reduction in Staff and Commissioning	Reduction in capacity to deliver parental engagement, particularly to those with disabled children.	A new and comprehensive constitution for the Borough-Wide Parents Board and Just Say sub-group has been developed. In addition, the Parent Participation Grant will be used this year to

		Reduction in positive activities through reduction in commissioning budget and deletion of part-time youth worker posts. Higher proportion of socio-economically disadvantaged young people accessing youth provision.	empower parents to take a lead in developing services without the need to Officer support. The deletion of vacant posts will not impact on IYS's capacity to deliver its current programme of 29 open access youth sessions per week across the borough, and six summer holiday programmes. The reduction in the commissioning budget represents less than 10% and will not impact on the voluntary sector. Any reductions in service delivery (e/g/ Air Football) will be mitigated through better coordination with other programmes, such as Positive Futures and Kickz. Staff reduction will be completed through competitive interview process, in line with Council equalities principles.
CSC SAV 3	Borough Apprenticeship Scheme - Removal of Apprenticeship Wage Subsidy to Departments and Reduction in 14-19 Staffing	There is a potential reduction in the number of apprenticeships, which may reduce the number of young people brought into work - with impact on race as the majority of the apprentices are white, there may be loss of posts for people with disabilities and the apprenticeships provide employment for young people.	Apprenticeship development post has been protected. Adult College to look to increase its role in promoting and supporting apprenticeships. Central subsidy removed over two financial years to allow time to seek other funding streams and for departments to plan to mainstream their use of apprenticeships.
CSC SAV 4	Education - School Improvement - Retirement and Efficiency Savings	Loss of engagement with schools.	Adult College to take up this work.
CSC SAV 7	Commissioning & Safeguarding - Reduced Capacity Within the Performance, Inspection Support and Commissioning Team	Lack of capacity to monitor contracts and analyse data.	In order to mitigate this risk we will provide a comprehensive range of training and support for all third and fourth tier managers to allow this monitoring to be as effective as possible. Managers will need to be trained on data analysis and the ability to tender for a service using EU regulations.
CSC SAV 12	Complex Needs and Social Care, Assessment and Care Management. Reduce Court Costs	There is unlikely to be adverse impact as this proposal is unlikely to be accepted. There is a possible risk that parents with a physical / learning difficulty or those from deprived socio economic backgrounds may be adversely affected by the routine removal of transport support as outlined above.	Reasonable adjustment will be considered on a case by case basis where such circumstances apply.

CSC SAV 19	School Improvement - Review of 14-19 Provision	Reduction in the volume and quality of impartial careers information, advice and guidance for young people aged 13-19. Decrease in the number of apprenticeships available to borough residents. The numbers of young people who are NEET or 'unknown' increase as a result of prevailing economic conditions	Council officers work with schools and other providers to commission additional provision or to explore other delivery options e.g. through the use of ICT. <ul style="list-style-type: none"> • Work with providers to develop apprenticeship programmes. • Council officers realign existing commissioned services to achieve greater impact and to align with existing provision for example, available in Children's Centres. • Improve data sharing and tracking arrangements of young people with local providers • The Local Authority is extending the number of quality assured providers of alternative education for young people aged 14-19 • The Skills Centre will provide an additional 560FTE places for LBBD young people following vocational pathways • Council officers realign existing commissioned services to achieve greater impact and to align with existing provision for example, available in Children's Centres.
FIN&RES SAV 20	Savings in the Employment and Skills Group	Less direct, face-to-face support available to those on low incomes	Continued promotion of local and national websites (e.g. www.gov.uk) and telephone-based advice and support services Lobby/seek additional external funding to maintain provision from Greater London Authority and/or Dept of Work and Pensions
FIN&RES SAV 21	Savings in the Economic Development and Sustainable Communities Group	To deliver savings to support the overall Council budget reductions it is proposed to make a 33% reduction in the controllable budget of the Economic Development team.	Refocus BEC and BRMs services deliver better value for money. Refocussing of the priorities of the team to deliver. The proposed restructure will look at the needs of the community and generate new JDs for a smaller team.
H&E SAV 01c	Park Ranger Service Delete Posts	The proposal could reduce availability of facilities used by older people. Reduction in parks facilities could impact on socio-economically disadvantaged people's access to free recreation. There would be less access to parks for those with mobility and sight disabilities.	The borough does have a number of other parks and open spaces which members of the community could use. We will seek to maintain main pathways.
H&E SAV 03	Review of the Service Charges for Tenants and Leaseholders to Ensure the Recovery of Full Costs of	Charging will be spread evenly across tenants and leaseholders. Those who are socio-economically disadvantaged will be	The charge has been kept as low as possible, and is projected to be under £10 per year.

	Provision of Street Lighting on Housing Owned Land	disproportionately impacted by the impact of charging.	
H&E SAV 07	Improved Efficiency of our Street Cleansing Operations Allowing the Reduction in the Provision of Separate out of Hours Operations	Any reduction in street cleansing is likely to impact on people with mobility if litter increases. Reduced cleanliness of streets is likely to impact on socioeconomically disadvantaged residents due to overall cleanliness of the environment and potential impact on property values.	The service conducts regular surveys of street cleanliness and will ensure that particular reference is paid to this if the saving proposal is accepted. Engagement will also take place with local Disability Equality forum.
H&E SAV 13	Taking Costs Out of the Management of our Parks and Open Spaces by Removal of Infrastructure and Reducing Maintenance; and Identifying Alternative Community Use for Spaces where Possible	The proposal could reduce availability of facilities used by older people and young people, two major user groups. Reduction in parks facilities could impact on socio-economically disadvantaged people's access to free recreation. There would be less access to parks for those with mobility and sight disabilities.	The borough does have a number of other parks and open spaces which members of the community could use. We will seek to maintain main pathways.
H&E SAV 15	Efficiencies Arising from the Parking Services Improvement Plan and Zero Based Budget Review	The design of all schemes intends to promote/protect the use of our road space for disabled people. Fines arising from penalty charge notices will have a disproportionate impact on drivers of low income. Permit costs are cheaper for those running lower cost vehicles. For those with larger vehicles but without the ability to move to a more carbon efficient vehicle there will be increased cost which may be disproportionately higher for those on lower incomes.	Early payment schemes and payment options for fines can be considered. Low cost options for permits based on different vehicle choices.
H&E SAV 19	Improving Efficiency of Green Garden Waste Collection, by Ceasing Separate Collection	Any reduction in waste services is likely to impact on disabled/elderly users. Twelve staff posts will be deleted.	Engagement will take place with local Disability Equality Forum. Residents will have to compost or dispose of their own green garden waste using the Recycling and Re-use site located within the borough.

H&E SAV 21	Charging for Bulky Waste Collection Service	This service is currently offered free of charge, therefore socio-economically disadvantaged groups may not be able to access the service following this decision.	The Council has a municipal refuse gip which residents can use free of charge.
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Gender

Negative

Ref Number	Name of Proposal	Description	Mitigation
ACS SAV 01	Community Cohesion and Equalities	Reducing the equalities and the voluntary sector team will result in less support for and liaison with all groups and organisations working on all equalities issues. Of the 5 posts currently in the team only 2 will remain in the new structure	By absorbing voluntary sector commissioning and liaison into the Adult Commissioning Team's duties we will be able to continue to offer some support to Equalities, Community and Faith Groups
ACS SAV 07	Voluntary Sector Grants and Commissions	A number of impacts, details are held within supporting document.	A number of detailed mitigations held within supporting document.
ACS SAV 10e	Floating Support for Homeless People	BME groups not accessing support from mainstream services. Disability groups no longer provided choice of provider to meet support needs. LGB groups not accessing mainstream services. Older People not accessing mainstream services. Socioeconomic groups experiencing difficulty in accessing mainstream services. Social care Staff experiencing increased pressures. HART staff team.	Promotion of mainstream support services to BME groups Under new proposal HART team will need to ensure that they have engagement strategy in place. Any newly tendered service specific to Welfare benefits will need to include specific outcomes in relation to be BME groups. For those service users who have access to IB to purchase support directly from their chosen provider. For those who are not FAC's eligible to be targeted by mainstream services to ensure that they access services Training and support to be offered to mainstream services to identify barriers for LGB groups accessing mainstream services. Implement robust systems to record and monitor LGB activity. Promote voluntary and statutory services to Older Peoples services. Services to build trust with older people to gain their confidence in

			<p>services ability to meet needs. Commissioned Welfare Benefit services to include targets around engaging vulnerable groups to prevent homelessness.</p> <p>Staff to be briefed on availability of voluntary sector support and externally commissioned services that can potentially meet needs of service users.</p> <p>Consultation with staff to commence asap to ensure that staff is involved in a future remodelling.</p>
ACS SAV 10f	Specialist Employment Support for People with Mental Health Needs	Adverse impact on Disability & Age via loss of specialist service. Socio economic factors impacting on isolation.	<p>To mitigate any adverse impact on all groups it is proposed that staff providing support in statutory services undertake skills audit to ascertain their strengths and weaknesses in working with MH & LD client groups.</p> <p>Identified Skills gaps to inform training packages for staff.</p> <p>Training packages to include input from NELFT to maintain links with NELFT employment support.</p> <p>Develop with statutory employment support teams data collation proformas to aid future reviews</p> <p>Offering additional training to our Job Shops and building employment support into a different model of service provision for people with learning disabilities from the Maples Day Centre as part of the Fulfilling Lives Project .</p> <p>The commissioning of community catalysts to support disabled people to establish local micro social enterprises</p> <p>Continued support of MH and LD user led organisations to take lead on social inclusion opportunities for those most vulnerable to exclusion.</p>
ACS SAV 10g	Decommission six Beds of Accommodation Based Support for 16-18 Year Olds at the Vineries	Loss of Capacity adversely impacting on BME, Disabled & LGB & Socio economic groups.	<p>Partnership work with Integrated Youth Support (IYS) to identify Housing related training to inform staff of alternative pathways for young people to access housing.</p> <p>Adult Commissioning to continue to support Foyer application of grant to develop Patchwork project to enable young people to access private rented market and look for other individuals to share accommodation with.</p> <p>IYS & Housing working with secondary schools to develop programme that manages young peoples expectations of housing 16 plus. Focus is prevention of homelessness and promoting mediation if appropriate to avoid young people becoming</p>

			estranged from family home.
ACS SAV 10h	Supporting Employment Opportunities for People with Drug and Alcohol Problems	Adverse impact on disability via loss of specialist service. Financial constraints impact on service users and they feel isolated and unable to increase social inclusion activities outside of statutory services due to financial hardship. The majority of current service users have been reported as socioeconomically disadvantaged, therefore loss of specialist support services will have some adverse effects. Loss of specialist support will reduce service user's opportunities to increase household income via paid employment and increase social inclusion opportunities to aid recovery. There is a risk that without this specialist support a number of people with learning disabilities currently supported may lose their jobs. There may be some low level adverse effects for women as it is known that only a small amount actually gain paid employment and without specialist support the opportunities may decrease further.	To mitigate any adverse impact on all groups it is proposed that staff providing support in statutory services undertake skills audit to ascertain their strengths and weaknesses in working with MH&LD client groups. Identified Skills gaps to inform training packages for staff. Training packages to include input from NELFT to maintain links with NELFT employment support. Develop with statutory employment support teams data collation proformas to aid future reviews. Offering additional training to our Job Shops and building employment support into a different model of service provision for people with learning disabilities from the Maples Day Centre as part of the Fulfilling Lives Project. The commissioning of community catalysts to support disabled people to establish local micro social enterprises. Continued support of MH and LD user led organisations to take lead on social inclusion opportunities for those most vulnerable to exclusion. Outcomes: Overall increased take up of statutory employment support by MH & LD groups. Inclusion of LD & MH groups in mainstream services. Create greater local employment opportunities for people with disabilities. Empowering Service users to make a positive difference to the lives of the people accessing services.
ACS SAV 21	Delete Events Team	The proposal is to end all directly delivered large scale events held in the Borough and support, guidance and oversight of events organised by third parties. Most of the events delivered by the team are free to access and have a universal appeal. If implemented this proposal will result in a reduction to the range, quality and number of large scale and community events being	As there will be no staffing capacity, expertise or financial resources available to directly provide large scale public events in the future or advice and support to community groups, it is not possible to mitigate the adverse impact that this proposal will have on residents

		provided for and by residents. Opportunities for people of different ages and backgrounds to come together in a safe and enjoyable way will be greatly reduced	
ACS SAV 23	Heritage Education Service	The proposal is to end the heritage education programme unless it can be made self financing. This will have an adverse impact on the ability of children and young people to learn about the history of the area as well as on the effective delivery of the school curriculum.	Schools will be provided with guidance on where to source alternative heritage education providers to assist with curriculum delivery. Resource pack to be considered for development that will enable teachers to use the heritage sites independently to support curriculum delivery. Prices will be increased to help make the service self financing as well as effort made to 'grow the business'. A service restructure will be considered to see if it is feasible to continue delivering the service and still achieve the required savings target.
CSC SAV 1	Early Years - Changes to the Delivery Format of Phase 3 Children's Centres	New mothers and mothers to be will be affected by these proposals. LBBB children's centres are used overwhelmingly by disadvantaged families.	Services will continue to be provided either by different centres nearby, or at the same centres with a different funding structure. The proposal ensures that services targeted at combating child poverty and providing health services to new and expecting mothers are still delivered at the venues.
CSC SAV 4	Education - School Improvement - Retirement and Efficiency Savings	Loss of engagement with schools.	Adult College to take up this work.
CSC SAV 7	Commissioning & Safeguarding - Reduced Capacity Within the Performance, Inspection Support and Commissioning Team	Lack of capacity to monitor contracts and analyse data.	In order to mitigate this risk we will provide a comprehensive range of training and support for all third and fourth tier managers to allow this monitoring to be as effective as possible. Managers will need to be trained on data analysis and the ability to tender for a service using EU regulations.
FIN&RES SAV 20	Savings in the Employment and Skills Group	Less direct, face-to-face support available to those on low incomes	Continued promotion of local and national websites (e.g. www.gov.uk) and telephone-based advice and support services Lobby/seek additional external funding to maintain provision from Greater London Authority and/or Dept of Work and Pensions

Staff

Negative

Ref Number	Name of Proposal	Description	Mitigation
ACS SAV 01	Community Cohesion and Equalities	Reducing the equalities and the voluntary sector team will result in less support for and liaison with all groups and organisations working on all equalities issues. Of the 5 posts currently in the team only 2 will remain in the new structure	By absorbing voluntary sector commissioning and liaison into the Adult Commissioning Team's duties we will be able to continue to offer some support to Equalities, Community and Faith Groups
ACS SAV 02	Statutory Social Care and Corporate Complaints Function	General reduction in quality of complaints handling leading to adverse impacts on the groups identified. Two members of staff would be deleted from a team comprised of white female staff members.	Substantial training for the team that will take on this function. Management intervention and support. Monitoring of complaints handling times to ensure there are no rapid increases. These redundancies would be based solely on the budget proposal.
ACS SAV 07	Voluntary Sector Grants and Commissions	A number of impacts, details are held within supporting document.	A number of detailed mitigations held within supporting document.
ACS SAV 10f	Specialist Employment Support for People with Mental Health Needs	Adverse impact on Disability & Age via loss of specialist service. Socio economic factors impacting on isolation.	To mitigate any adverse impact on all groups it is proposed that staff providing support in statutory services undertake skills audit to ascertain their strengths and weaknesses in working with MH & LD client groups. Identified Skills gaps to inform training packages for staff. Training packages to include input from NELFT to maintain links with NELFT employment support. Develop with statutory employment support teams data collation proformas to aid future reviews Offering additional training to our Job Shops and building employment support into a different model of service provision for people with learning disabilities from the Maples Day Centre as part of the Fulfilling Lives Project. . The commissioning of community catalysts to support disabled people to establish local micro social enterprises Continued support of MH and LD user led organisations to take lead on social inclusion opportunities for those most vulnerable to exclusion.

ACS SAV 10h	Supporting Employment Opportunities for People with Drug and Alcohol Problems	Adverse impact on disability via loss of specialist service. Financial constraints impact on service users and they feel isolated and unable to increase social inclusion activities outside of statutory services due to financial hardship. The majority of current service users have been reported as socioeconomically disadvantaged, therefore loss of specialist support services will have some adverse effects. Loss of specialist support will reduce service user's opportunities to increase household income via paid employment and increase social inclusion opportunities to aid recovery. There is a risk that without this specialist support a number of people with learning disabilities currently supported may lose their jobs. There may be some low level adverse effects for women as it is known that only a small amount actually gain paid employment and without specialist support the opportunities may decrease further.	To mitigate any adverse impact on all groups it is proposed that staff providing support in statutory services undertake skills audit to ascertain their strengths and weaknesses in working with MH&LD client groups. Identified Skills gaps to inform training packages for staff. Training packages to include input from NELFT to maintain links with NELFT employment support. Develop with statutory employment support teams data collation proformas to aid future reviews. Offering additional training to our Job Shops and building employment support into a different model of service provision for people with learning disabilities from the Maples Day Centre as part of the Fulfilling Lives Project. The commissioning of community catalysts to support disabled people to establish local micro social enterprises. Continued support of MH and LD user led organisations to take lead on social inclusion opportunities for those most vulnerable to exclusion. Outcomes: Overall increased take up of statutory employment support by MH & LD groups. Inclusion of LD & MH groups in mainstream services. Create greater local employment opportunities for people with disabilities. Empowering Service users to make a positive difference to the lives of the people accessing services.
ACS SAV 10i	Deleting Post Supporting Administration of Learning Disability Partnership Board	A lack of advocacy support and accesible information to people with learning disabilities would have an adverse effect on their ability to meaningfully engage with the Council in policy making and service development issues. It is therefore crucial that the new recommissioned advocacy service provides that function and thhat any gaps in the co-ordination and production of accessible information is met from the existing	The new re commissioned advocacy service from April 2013 will provide an enhanced service to support disabled people and their families to have a voice and meaningfully engage with the Council. Resources within the commissioning team will be re focused to meet any gaps in the co-ordination and provision of accessible information to the new structures underpinning the Health and Well Being Board

		<p>resources within the commissioning team.</p> <p>There is the potential for the deletion of this post to have an adverse impact on the current level of support and accessible information available to people with learning disabilities and their carers</p>	
ACS SAV 13	Homelessness Prevention	Reduction of capacity on Floating Support Framework	
ACS SAV 21	Delete Events Team	<p>The proposal is to end all directly delivered large scale events held in the Borough and support, guidance and oversight of events organised by third parties.</p> <p>Most of the events delivered by the team are free to access and have a universal appeal. If implemented this proposal will result in a reduction to the range, quality and number of large scale and community events being provided for and by residents.</p> <p>Opportunities for people of different ages and backgrounds to come together in a safe and enjoyable way will be greatly reduced</p>	<p>As there will be no staffing capacity, expertise or financial resources available to directly provide large scale public events in the future or advice and support to community groups, it is not possible to mitigate the adverse impact that this proposal will have on residents</p>
ACS SAV 23	Heritage Education Service	<p>The proposal is to end the heritage education programme unless it can be made self financing.</p> <p>This will have an adverse impact on the ability of children and young people to learn about the history of the area as well as on the effective delivery of the school curriculum.</p>	<p>Schools will be provided with guidance on where to source alternative heritage education providers to assist with curriculum delivery.</p> <p>Resource pack to be considered for development that will enable teachers to use the heritage sites independently to support curriculum delivery.</p> <p>Prices will be increased to help make the service self financing as well as effort made to 'grow the business'.</p> <p>A service restructure will be considered to see if it is feasible to continue delivering the service and still achieve the required savings target.</p>

ACS SAV 27	CCTV Team	There will be a negative impact on staff: five posts will be deleted. These posts are currently filled by males.	The posts being deleted are based solely on the budget proposal.
CSC SAV 1	Early Years - Changes to the Delivery Format of Phase 3 Children's Centres	New mothers and mothers to be will be affected by these proposals. LBBB children's centres are used overwhelmingly by disadvantaged families.	Services will continue to be provided either by different centres nearby, or at the same centres with a different funding structure. The proposal ensures that services targeted at combating child poverty and providing health services to new and expecting mothers are still delivered at the venues.
CSC SAV 7	Commissioning & Safeguarding - Reduced Capacity Within the Performance, Inspection Support and Commissioning Team	Lack of capacity to monitor contracts and analyse data.	In order to mitigate this risk we will provide a comprehensive range of training and support for all third and fourth tier managers to allow this monitoring to be as effective as possible. Managers will need to be trained on data analysis and the ability to tender for a service using EU regulations.
CEX SAV 02	Reduction in Policy and Performance Supplies and Services Budgets and Deletion of one PO2 Post	Reduction in staff: no impact on users. Post to be deleted is filled by a male.	Change to the team is based solely on changes to the role and revised focus for the team overall following previous restructured as well as the ability for the elements of the post to be retained to be absorbed within other roles.
CEX SAV 08	Chief Executive's Department	Potentially adverse impact on different equalities categories of staff. Equality impact assessments will be completed for each detailed proposal.	Analyse staff affected, and see if any support can be provided
CEX SAV 10	Further Reductions to Policy and Performance Functions Across the Council and Possible Shared Service	Potentially adverse impact on different equalities categories of staff. Equality impact assessments will be completed as part of the review.	Analyse staff affected, and see if any support can be provided.
FIN&RES SAV 21	Savings in the Economic Development and Sustainable Communities Group	To deliver savings to support the overall Council budget reductions it is proposed to make a 33% reduction in the controllable budget of the Economic Development team.	<p>Refocus BEC and BRMs services deliver better value for money.</p> <p>Refocussing of the priorities of the team to deliver.</p> <p>The proposed restructure will look at the needs of the community and generate new JDs for a smaller team.</p>

H&E SAV 01c	Park Ranger Service Delete Posts	The proposal could reduce availability of facilities used by older people. Reduction in parks facilities could impact on socio-economically disadvantaged people's access to free recreation. There would be less access to parks for those with mobility and sight disabilities.	The borough does have a number of other parks and open spaces which members of the community could use. We will seek to maintain main pathways.
H&E SAV 07	Improved Efficiency of our Street Cleansing Operations Allowing the Reduction in the Provision of Separate out of Hours Operations	Any reduction in street cleansing is likely to impact on people with mobility if litter increases. Reduced cleanliness of streets is likely to impact on socioeconomically disadvantaged residents due to overall cleanliness of the environment and potential impact on property values.	The service conducts regular surveys of street cleanliness and will ensure that particular reference is paid to this if the saving proposal is accepted. Engagement will also take place with local Disability Equality forum.
H&E SAV 13	Taking Costs Out of the Management of our Parks and Open Spaces by Removal of Infrastructure and Reducing Maintenance; and Identifying Alternative Community Use for Spaces where Possible	The proposal could reduce availability of facilities used by older people and young people, two major user groups. Reduction in parks facilities could impact on socio-economically disadvantaged people's access to free recreation. There would be less access to parks for those with mobility and sight disabilities.	The borough does have a number of other parks and open spaces which members of the community could use. We will seek to maintain main pathways.
H&E SAV 19	Improving Efficiency of Green Garden Waste Collection, by Ceasing Separate Collection	Any reduction in waste services is likely to impact on disabled/elderly users. Twelve staff posts will be deleted.	Engagement will take place with local Disability Equality Forum. Residents will have to compost or dispose of their own green garden waste using the Recycling and Re-use site located within the borough.
H&E SAV 21	Charging for Bulky Waste Collection Service	This service is currently offered free of charge, therefore socio-economically disadvantaged groups may not be able to access the service following this decision.	The Council has a municipal refuse gip which residents can use free of charge.

Race

Positive

Ref Number	Name of Proposal	Description	Mitigation
ACS SAV 10I	Deleting Post Supporting Administration of Learning Disability Partnership Board	<p>A lack of advocacy support and accesible information to people with learning disabilities would have an adverse effect on their ability to meaningfully engage with the Council in policy making and service development issues. It is therefore crucial that the new recommissioned advocacy service provides that function and ththat any gaps in the co-ordination and production of accessible information is met from the existing resources within the commissioning team.</p> <p>There is the potential for the deletion of this post to have an adverse impact on the current level of support and accesible information available to people with learning disabilities and their carers</p>	<p>The new re commissioned advocacy service from April 2013 will provide an enhanced service to support disabled people and their families to have a voice and meaningfully engage with the Council. Resources within the commissioning team will be re focused to meet any gaps in the co-ordination and provision of accesible information to the new structures underpinning the Health and Well Being Board</p>

Negative

Ref Number	Name of Proposal	Description	Mitigation
ACS SAV 01	Community Cohesion and Equalities	<p>Reducing the equalities and the voluntary sector team will result in less support for and liaison with all groups and organisations working on all equalities issues.</p> <p>Of the 5 posts currently in the team only 2 will remain in the new structure</p>	<p>By absorbing voluntary sector commissioning and liaison into the Adult Commissioning Team's duties we will be able to continue to offer some support to Equalities, Community and Faith Groups</p>

ACS SAV 02	Statutory Social Care and Corporate Complaints Function	General reduction in quality of complaints handling leading to adverse impacts on the groups identified. Two members of staff would be deleted from a team comprised of white female staff members.	Substantial training for the team that will take on this function. Management intervention and support. Monitoring of complaints handling times to ensure there are no rapid increases. These redundancies would be based solely on the budget proposal.
ACS SAV 07	Voluntary Sector Grants and Commissions	A number of impacts, details are held within supporting document.	A number of detailed mitigations held within supporting document.
ACS SAV 10e	Floating Support for Homeless People	<p>BME groups not accessing support from mainstream services.</p> <p>Disability groups no longer provided choice of provider to meet support needs.</p> <p>LGB groups not accessing mainstream services.</p> <p>Older People not accessing mainstream services.</p> <p>Socioeconomic groups experiencing difficulty in accessing mainstream services.</p> <p>Social care Staff experiencing increased pressures.</p> <p>HART staff team.</p>	<p>Promotion of mainstream support services to BME groups</p> <p>Under new proposal HART team will need to ensure that they have engagement strategy in place. Any newly tendered service specific to Welfare benefits will need to include specific outcomes in relation to be BME groups.</p> <p>For those service users who have access to IB to purchase support directly from their chosen provider. For those who are not FAC's eligible to be targeted by mainstream services to ensure that they access services</p> <p>Training and support to be offered to mainstream services to identify barriers for LGB groups accessing mainstream services.</p> <p>Implement robust systems to record and monitor LGB activity.</p> <p>Promote voluntary and statutory services to Older Peoples services.</p> <p>Services to build trust with older people to gain their confidence in services ability to meet needs.</p> <p>Commissioned Welfare Benefit services to include targets around engaging vulnerable groups to prevent homelessness.</p> <p>Staff to be briefed on availability of voluntary sector support and externally commissioned services that can potentially meet needs of service users.</p> <p>Consultation with staff to commence asap to ensure that staff is involved in a future remodelling.</p>
ACS SAV 10g	Decommission six Beds of Accommodation Based Support for 16-18 Year Olds at the Vineries	Loss of Capacity adversely impacting on BME, Disabled & LGB & Socio economic groups.	Partnership work with Integrated Youth Support (IYS) to identify Housing related training to inform staff of alternative pathways for young people to access housing. Adult Commissioning to continue to support Foyer application of

			<p>grant to develop Patchwork project to enable young people to access private rented market and look for other individuals to share accommodation with.</p> <p>IYS & Housing working with secondary schools to develop programme that manages young peoples expectations of housing 16 plus. Focus is prevention of homelessness and promoting mediation if appropriate to avoid young people becoming estranged from family home.</p>
ACS SAV 13	Homelessness Prevention	Reduction of capacity on Floating Support Framework	
ACS SAV 21	Delete Events Team	<p>The proposal is to end all directly delivered large scale events held in the Borough and support, guidance and oversight of events organised by third parties.</p> <p>Most of the events delivered by the team are free to access and have a universal appeal. If implemented this proposal will result in a reduction to the range, quality and number of large scale and community events being provided for and by residents.</p> <p>Opportunities for people of different ages and backgrounds to come together in a safe and enjoyable way will be greatly reduced</p>	<p>As there will be no staffing capacity, expertise or financial resources available to directly provide large scale public events in the future or advice and support to community groups, it is not possible to mitigate the adverse impact that this proposal will have on residents</p>
ACS SAV 23	Heritage Education Service	<p>The proposal is to end the heritage education programme unless it can be made self financing.</p> <p>This will have an adverse impact on the ability of children and young people to learn about the history of the area as well as on the effective delivery of the school curriculum.</p>	<p>Schools will be provided with guidance on where to source alternative heritage education providers to assist with curriculum delivery.</p> <p>Resource pack to be considered for development that will enable teachers to use the heritage sites independently to support curriculum delivery.</p> <p>Prices will be increased to help make the service self financing as well as effort made to 'grow the business'.</p> <p>A service restructure will be considered to see if it is feasible to continue delivering the service and still achieve the required savings target.</p>
CSC SAV 1	Early Years - Changes to	New mothers and mothers to be will be	Services will continue to be provided either by different centres

	the Delivery Format of Phase 3 Children's Centres	affected by these proposals. LBBB children's centres are used overwhelmingly by disadvantaged families.	nearby, or at the same centres with a different funding structure. The proposal ensures that services targeted at combating child poverty and providing health services to new and expecting mothers are still delivered at the venues.
CSC SAV 3	Borough Apprenticeship Scheme - Removal of Apprenticeship Wage Subsidy to Departments and Reduction in 14-19 Staffing	There is a potential reduction in the number of apprenticeships, which may reduce the number of young people brought into work - with impact on race as the majority of the apprentices are white, there may be loss of posts for people with disabilities and the apprenticeships provide employment for young people.	Apprenticeship development post has been protected. Adult College to look to increase its role in promoting and supporting apprenticeships. Central subsidy removed over two financial years to allow time to seek other funding streams and for departments to plan to mainstream their use of apprenticeships.
CSC SAV 7	Commissioning & Safeguarding - Reduced Capacity Within the Performance, Inspection Support and Commissioning Team	Lack of capacity to monitor contracts and analyse data.	In order to mitigate this risk we will provide a comprehensive range of training and support for all third and fourth tier managers to allow this monitoring to be as effective as possible. Managers will need to be trained on data analysis and the ability to tender for a service using EU regulations.
CSC SAV 18	School Improvement - Further Reduce Central SEN Support Team and Only be Funded from DSG	Proposal would reduce specialist support for pupils with special educational needs/learning disabilities.	Schools are expected to buy in support from the educational market.
CSC SAV 19	School Improvement - Review of 14-19 Provision	Reduction in the volume and quality of impartial careers information, advice and guidance for young people aged 13-19. Decrease in the number of apprenticeships available to borough residents. The numbers of young people who are NEET or 'unknown' increase as a result of prevailing economic conditions	Council officers work with schools and other providers to commission additional provision or to explore other delivery options e.g. through the use of ICT. <ul style="list-style-type: none"> • Work with providers to develop apprenticeship programmes. • Council officers realign existing commissioned services to achieve greater impact and to align with existing provision for example, available in Children's Centres. • Improve data sharing and tracking arrangements of young people with local providers • The Local Authority is extending the number of quality assured providers of alternative education for young people aged 14-19 • The Skills Centre will provide an additional 560FTE places for LBBB young people following vocational pathways • Council officers realign existing commissioned services to achieve greater impact and to align with existing provision for

			example, available in Children's Centres.
FIN&RES SAV 20	Savings in the Employment and Skills Group	Less direct, face-to-face support available to those on low incomes	Continued promotion of local and national websites (e.g. www.gov.uk) and telephone-based advice and support services Lobby/seek additional external funding to maintain provision from Greater London Authority and/or Dept of Work and Pensions
FIN&RES SAV 21	Savings in the Economic Development and Sustainable Communities Group	To deliver savings to support the overall Council budget reductions it is proposed to make a 33% reduction in the controllable budget of the Economic Development team.	Refocus BEC and BRMs services deliver better value for money. Refocussing of the priorities of the team to deliver. The proposed restructure will look at the needs of the community and generate new JDs for a smaller team.

Religion

Negative Impacts

Ref Number	Name of Proposal	Description	Mitigation
ACS SAV 01	Community Cohesion and Equalities	Reducing the equalities and the voluntary sector team will result in less support for and liaison with all groups and organisations working on all equalities issues. Of the 5 posts currently in the team only 2 will remain in the new structure	By absorbing voluntary sector commissioning and liaison into the Adult Commissioning Team's duties we will be able to continue to offer some support to Equalities, Community and Faith Groups
ACS SAV 07	Voluntary Sector Grants and Commissions	A number of impacts, details are held within supporting document.	A number of detailed mitigations held within supporting document.
ACS SAV 21	Delete Events Team	The proposal is to end all directly delivered large scale events held in the Borough and support, guidance and oversight of events organised by third parties. Most of the events delivered by the team are free to access and have a	As there will be no staffing capacity, expertise or financial resources available to directly provide large scale public events in the future or advice and support to community groups, it is not possible to mitigate the adverse impact that this proposal will have on residents

		universal appeal. If implemented this proposal will result in a reduction to the range, quality and number of large scale and community events being provided for and by residents. Opportunities for people of different ages and backgrounds to come together in a safe and enjoyable way will be greatly reduced	
ACS SAV 23	Heritage Education Service	The proposal is to end the heritage education programme unless it can be made self financing. This will have an adverse impact on the ability of children and young people to learn about the history of the area as well as on the effective delivery of the school curriculum.	Schools will be provided with guidance on where to source alternative heritage education providers to assist with curriculum delivery. Resource pack to be considered for development that will enable teachers to use the heritage sites independently to support curriculum delivery. Prices will be increased to help make the service self financing as well as effort made to 'grow the business'. A service restructure will be considered to see if it is feasible to continue delivering the service and still achieve the required savings target.
CSC SAV 1	Early Years - Changes to the Delivery Format of Phase 3 Children's Centres	New mothers and mothers to be will be affected by these proposals. LBBB children's centres are used overwhelmingly by disadvantaged families.	Services will continue to be provided either by different centres nearby, or at the same centres with a different funding structure. The proposal ensures that services targeted at combating child poverty and providing health services to new and expecting mothers are still delivered at the venues.
CSC SAV 7	Commissioning & Safeguarding - Reduced Capacity Within the Performance, Inspection Support and Commissioning Team	Lack of capacity to monitor contracts and analyse data.	In order to mitigate this risk we will provide a comprehensive range of training and support for all third and fourth tier managers to allow this monitoring to be as effective as possible. Managers will need to be trained on data analysis and the ability to tender for a service using EU regulations.

Other

Negative Impacts

Ref Number	Name of Proposal	Group	Description	Mitigation
ACS SAV 01	Community Cohesion and Equalities	All equalities groups	Reducing the equalities and the voluntary sector team will result in less support for and liaison with all groups and organisations working on all equalities issues. Of the 5 posts currently in the team only 2 will remain in the new structure	By absorbing voluntary sector commissioning and liaison into the Adult Commissioning Team's duties we will be able to continue to offer some support to Equalities, Community and Faith Groups
ACS SAV 02	Statutory Social Care and Corporate Complaints Function	Carers	General reduction in quality of complaints handling leading to adverse impacts on the groups identified. Two members of staff would be deleted from a team comprised of white female staff members.	Substantial training for the team that will take on this function. Management intervention and support. Monitoring of complaints handling times to ensure there are no rapid increases. These redundancies would be based solely on the budget proposal.
ACS SAV 07	Voluntary Sector Grants and Commissions	All equalities groups, cohesion	A number of impacts, details are held within supporting document.	A number of detailed mitigations held within supporting document.
ACS SAV 10I	Deleting Post Supporting Administration of Learning Disability Partnership Board	Carers	A lack of advocacy support and accessible information to people with learning disabilities would have an adverse effect on their ability to meaningfully engage with the Council in policy making and service development issues. It is therefore crucial that the new recommissioned advocacy service provides that function and that any gaps in the co-ordination and production of accessible information is met from the existing resources within the commissioning team. There is the potential for the deletion of this post to have an adverse impact on the current level of support and accessible information available to	The new re commissioned advocacy service from April 2013 will provide an enhanced service to support disabled people and their families to have a voice and meaningfully engage with the Council. Resources within the commissioning team will be re focused to meet any gaps in the co-ordination and provision of accessible information to the new structures underpinning the Health and Well Being Board

			people with learning disabilities and their carers	
ACS SAV 21	Delete Events Team	Cohesion	<p>The proposal is to end all directly delivered large scale events held in the Borough and support, guidance and oversight of events organised by third parties.</p> <p>Most of the events delivered by the team are free to access and have a universal appeal. If implemented this proposal will result in a reduction to the range, quality and number of large scale and community events being provided for and by residents.</p> <p>Opportunities for people of different ages and backgrounds to come together in a safe and enjoyable way will be greatly reduced</p>	As there will be no staffing capacity, expertise or financial resources available to directly provide large scale public events in the future or advice and support to community groups, it is not possible to mitigate the adverse impact that this proposal will have on residents
CSC SAV 1	Early Years - Changes to the Delivery Format of Phase 3 Children's Centres	New mothers	New mothers and mothers to be will be affected by these proposals. LBBDC children's centres are used overwhelmingly by disadvantaged families.	Services will continue to be provided either by different centres nearby, or at the same centres with a different funding structure. The proposal ensures that services targeted at combating child poverty and providing health services to new and expecting mothers are still delivered at the venues.
CSC SAV 2	Integrated Youth Service - Reduction in Staff and Commissioning	Parents of disabled children	Reduction in capacity to deliver parental engagement, particularly to those with disabled children. Reduction in positive activities through reduction in commissioning budget and deletion of part-time youth worker posts. Higher proportion of socio-economically disadvantaged young people accessing youth provision.	A new and comprehensive constitution for the Borough-Wide Parents Board and Just Say sub-group has been developed. In addition, the Parent Participation Grant will be used this year to empower parents to take a lead in developing services without the need to Officer support. The deletion of vacant posts will not impact on IYS's capacity to deliver its current programme of 29 open access youth sessions per week across the borough, and six summer holiday programmes. The reduction in the commissioning budget represents less than 10% and will not impact on the voluntary sector. Any reductions in service delivery (e.g/ Air Football) will be mitigated through better coordination with other programmes, such as Positive Futures and Kickz.

				Staff reduction will be completed through competitive interview process, in line with Council equalities principles.
CSC SAV 3	Borough Apprenticeship Scheme - Removal of Apprenticeship Wage Subsidy to Departments and Reduction in 14-19 Staffing	Young people who are looked after	There is a potential reduction in the number of apprenticeships, which may reduce the number of young people brought into work - with impact on race as the majority of the apprentices are white, there may be loss of posts for people with disabilities and the apprenticeships provide employment for young people.	Apprenticeship development post has been protected. Adult College to look to increase its role in promoting and supporting apprenticeships. Central subsidy removed over two financial years to allow time to seek other funding streams and for departments to plan to mainstream their use of apprenticeships.
CSC SAV 19	School Improvement - Review of 14-19 Provision	Carers, new mothers	Reduction in the volume and quality of impartial careers information, advice and guidance for young people aged 13-19. Decrease in the number of apprenticeships available to borough residents. The numbers of young people who are NEET or 'unknown' increase as a result of prevailing economic conditions	Council officers work with schools and other providers to commission additional provision or to explore other delivery options e.g. through the use of ICT. <ul style="list-style-type: none"> • Work with providers to develop apprenticeship programmes. • Council officers realign existing commissioned services to achieve greater impact and to align with existing provision for example, available in Children's Centres. • Improve data sharing and tracking arrangements of young people with local providers • The Local Authority is extending the number of quality assured providers of alternative education for young people aged 14-19 • The Skills Centre will provide an additional 560FTE places for LBBB young people following vocational pathways • Council officers realign existing commissioned services to achieve greater impact and to align with existing provision for example, available in Children's Centres.
FIN&RES SAV 20	Savings in the Employment and Skills Group	Carers	Less direct, face-to-face support available to those on low incomes	Continued promotion of local and national websites (e.g. www.gov.uk) and telephone-based advice and support services Lobby/seek additional external funding to maintain provision from Greater London Authority and/or Dept of Work and Pensions

Sexual orientation

Negative Impacts

Ref Number	Name of Proposal	Description	Mitigation
ACS SAV 01	Community Cohesion and Equalities	Reducing the equalities and the voluntary sector team will result in less support for and liaison with all groups and organisations working on all equalities issues. Of the 5 posts currently in the team only 2 will remain in the new structure	By absorbing voluntary sector commissioning and liaison into the Adult Commissioning Team's duties we will be able to continue to offer some support to Equalities, Community and Faith Groups
ACS SAV 07	Voluntary Sector Grants and Commissions	A number of impacts, details are held within supporting document.	A number of detailed mitigations held within supporting document.
ACS SAV 10e	Floating Support for Homeless People	BME groups not accessing support from mainstream services. Disability groups no longer provided choice of provider to meet support needs. LGB groups not accessing mainstream services. Older People not accessing mainstream services. Socioeconomic groups experiencing difficulty in accessing mainstream services. Social care Staff experiencing increased pressures. HART staff team.	Promotion of mainstream support services to BME groups Under new proposal HART team will need to ensure that they have engagement strategy in place. Any newly tendered service specific to Welfare benefits will need to include specific outcomes in relation to be BME groups. For those service users who have access to IB to purchase support directly from their chosen provider. For those who are not FAC's eligible to be targeted by mainstream services to ensure that they access services Training and support to be offered to mainstream services to identify barriers for LGB groups accessing mainstream services. Implement robust systems to record and monitor LGB activity. Promote voluntary and statutory services to Older Peoples services. Services to build trust with older people to gain their confidence in services ability to meet needs. Commissioned Welfare Benefit services to include targets around engaging vulnerable groups to prevent homelessness. Staff to be briefed on availability of voluntary sector support and externally commissioned services that can potentially

			<p>meet needs of service users.</p> <p>Consultation with staff to commence asap to ensure that staff is involved in a future remodelling.</p>
ACS SAV 10g	Decommission six Beds of Accommodation Based Support for 16-18 Year Olds at the Vineries	Loss of Capacity adversely impacting on BME, Disabled & LGB & Socio economic groups.	<p>Partnership work with Integrated Youth Support (IYS) to identify Housing related training to inform staff of alternative pathways for young people to access housing.</p> <p>Adult Commissioning to continue to support Foyer application of grant to develop Patchwork project to enable young people to access private rented market and look for other individuals to share accommodation with.</p> <p>IYS & Housing working with secondary schools to develop programme that manages young peoples expectations of housing 16 plus. Focus is prevention of homelessness and promoting mediation if appropriate to avoid young people becoming estranged from family home.</p>
ACS SAV 13	Homelessness Prevention	Reduction of capacity on Floating Support Framework	
ACS SAV 21	Delete Events Team	<p>The proposal is to end all directly delivered large scale events held in the Borough and support, guidance and oversight of events organised by third parties.</p> <p>Most of the events delivered by the team are free to access and have a universal appeal. If implemented this proposal will result in a reduction to the range, quality and number of large scale and community events being provided for and by residents.</p> <p>Opportunities for people of different ages and backgrounds to come together in a safe and enjoyable way will be greatly reduced</p>	<p>As there will be no staffing capacity, expertise or financial resources available to directly provide large scale public events in the future or advice and support to community groups, it is not possible to mitigate the adverse impact that this proposal will have on residents</p>
CSC SAV 1	Early Years - Changes to the Delivery Format of Phase 3 Children's Centres	New mothers and mothers to be will be affected by these proposals. LBBDD children's centres are used overwhelmingly by disadvantaged	<p>Services will continue to be provided either by different centres nearby, or at the same centres with a different funding structure. The proposal ensures that services targeted at combating child poverty and providing health</p>

		families.	services to new and expecting mothers are still delivered at the venues.
FIN&RES SAV 20	Savings in the Employment and Skills Group	Less direct, face-to-face support available to those on low incomes	Continued promotion of local and national websites (e.g. www.gov.uk) and telephone-based advice and support services Lobby/seek additional external funding to maintain provision from Greater London Authority and/or Dept of Work and Pensions