

<b>CABINET MEETING – 13 JANUARY 2016</b>  <b>EXECUTIVE SUMMARY SHEET – PART I</b>
<b>Title of Report:</b> Revenue Budget 2016/2017 Proposals and Provisional Revenue Support Settlement 2016/2017
<b>Author(s):</b> Interim Head of Paid Service and Director of Finance
<b>Purpose of Report:</b> To report the provisional budget proposals for 2016/2017 including the impact of the Provisional Revenue Support settlement, as a basis for the continuation of budget consultation, prior to the receipt of the final Local Government Finance Settlement 2016/2017.
<b>Description of Decision:</b> Cabinet is requested to approve the provisional budget proposals, as a basis for the continuation of budget consultation, prior to the receipt of the final Local Government Finance Settlement 2016/2017.
<b>Is the decision consistent with the Budget/Policy Framework?</b> Yes – it is seeking to inform a future decision to change the Budget and Policy Framework for 2016/2017.
<b>If not, Council approval is required to change the Budget/Policy Framework</b>
<b>Suggested reason(s) for Decision:</b> To enable constitutional requirements relating to the development of the Revenue Budget to be met.
<b>Alternative options to be considered and recommended to be rejected:</b> There are no alternative options recommended for approval.
<b>Impacts analysed:</b> Equality <input checked="" type="checkbox"/> Privacy <input checked="" type="checkbox"/> Sustainability <input checked="" type="checkbox"/> Crime and Disorder <input checked="" type="checkbox"/>
<b>Is the Decision consistent with the Council’s co-operative values?</b> Yes
<b>Is this a “Key Decision” as defined in the Constitution?</b> Yes  <b>Is it included in the 28 day Notice of Decisions?</b> Yes



**REVENUE BUDGET 2016/2017 PROPOSALS AND PROVISIONAL  
REVENUE SUPPORT SETTLEMENT 2016/2017****Report of the Interim Head of Paid Service and Director of Finance****1. Purpose of Report**

- 1.1 This report sets out the provisional budget proposals for 2016/2017 including the impact of the Provisional Revenue Support settlement, as a basis for the continuation of budget consultation, prior to the receipt of the final Local Government Finance Settlement 2016/2017.

**2. Description of Decision**

- 2.1 Members are requested to approve the provisional budget proposals, as a basis for the continuation of budget consultation, prior to the receipt of the final Local Government Finance Settlement 2016/2017.

**3. National and Economic Context to the 2016/2017 Budget**

- 3.1 The Chancellor confirmed in the Spending Review 2015 statement (SR15) on 25<sup>th</sup> November 2015 that Government economic policy remains unchanged, with the economy forecast to continue to grow by circa 2.4% on average over the next 5 year period. A budget surplus of £10.1bn is now expected in 2019/2020.
- 3.2 As reported to Cabinet in December 2015, the SR15 included key announcements affecting Local Government funding through to 2020 including a 'flat' cash settlement for councils by comparing 2019/2020 with 2015/2016 after taking into account grant funding and locally raised income.

However the 'flat cash settlement by 2019/20 uses assumptions on the level of income growth that councils can generate locally through business rates and council tax, with an assumed average 21.9% increase over the period. This will be difficult for councils with low tax bases such as Sunderland to achieve.

**4. Provisional Local Government Settlement for 2016/2017**

The Provisional Local Government Settlement for 2016/2017 announced on 17th December 2015 has provided further detail on certain aspects of the SR15. The key features of the settlement are set out at section 4.1 (national position) and 4.2 (Sunderland position) below.

The provisional settlement includes a consultation paper with a deadline for responses to Government by January 15th 2016. Officers are preparing the proposed response in consultation with the Leader and Cabinet Secretary.

## 4.1 Provisional Local Government Settlement - National position

- 4.1.1 The settlement announcement includes a '4 year settlement' showing the provisional settlement for 2016/2017 and indicative funding levels for each year up to 2019/2020. The Settlement consultation document states:

*Government is making a commitment to provide central funding allocations for each year of the Spending Review period, should councils choose to accept the offer and if they have published an efficiency plan.*

It is not yet clear exactly what the Government mean by the 'offer', what the 'acceptance' entails, or what form / period of cover the efficiency plan which must be published has to take.

While the Government have published indicative figures through to 2019/20, figures beyond 2016/2017 take no account of the proposed Business Rates Review and the move to 100% Retained Business Rates. The indicative figures, and the Governments 'offer' therefore need to be treated with extreme caution at this stage until further details are known.

- 4.1.2 The government has introduced a revised Spending Power measure known as the Core Spending Power. This new measure now includes:

- Settlement Funding Assessment (SFA) comprising:
  - Revenue Support Grant (RSG);
  - Retained Business Rates;
  - Top Up Grant;
- New Homes Bonus;
- Local Government element of the Improved Better Care Fund (from 2017/2018);
- Rural Services Delivery Grant;
- Council Tax Income (assuming increases of CPI and that the 2% precept to support social care is taken up in full).

The removal of a number of specific grants from the Spending Power measure, including NHS Pooled Better Care Funding and Public Health Funding is welcomed, given their inclusion previously distorted comparative data.

Core Spending Power will reduce by an average 2.8% nationally in 2016/2017 and by an average 0.5% over the four year period.

- 4.1.3 The Settlement Funding Assessment (including RSG, Retained Business Rates and Top up grant) will reduce by an average 31.8% nationally over the four years and an average 12.5% in 2016/2017.

This demonstrates that local government funding is being reduced by more than the headline figures contained within the SR15.

4.1.4 A number of previous specific grants have transferred into the Revenue Support grant. These include:

- Council Tax Freeze Grant 2015/2016
- Lead Local Flood Authority Grant
- Care Act Funding 2015/2016 (notionally adjusted)
- Efficiency Support Grant

Taking the above transfers into account, Revenue Support Grant is to reduce nationally by an average 78.6% over the 4 year period and by 27.6% in 2016/17.

Revenue Support Grant is the key needs based element of local government funding and this is being significantly cut over the four year period.

4.1.5 The government has amended the grant distribution methodology to apply equal percentage reductions in settlement core funding for each type of Authority with the aim of ensuring councils delivering the same set of services receive the same percentage change to their Settlement Core funding .

The move by Government to reinstate a fairer methodology to the allocation of the cuts is welcomed.

4.1.6 As trailed in the Spending Review, Social Care authorities are to receive £1.5bn of additional Better Care Funding (BCF) by 2019/20. The allocations however are to back loaded with very limited additional funding in the first 2 years:

- 2016/17 Nil
- 2017/18 £0.105bn
- 2018/19 £0.825bn
- 2019/20 £1.500bn

Of the £1.5bn, £0.8bn is a transfer from a review of the New Homes Bonus grant funding system and is therefore not additional funding to the total quantum available to local authorities.

The method to distribute the improved BCF funding is to be consulted upon but the government has indicated that it will be targeted towards those authorities with lower council tax bases to ensure a fairer distribution of the grant in future.

4.1.7 Social Care councils will be able to levy an additional ringfenced social care precept at 2%. This would mean assumed council tax rises in each of the next 4 years of up to 4% for social care councils.

4.1.8 Government confirmed previously announced proposals to change the way local government is funded which will see 100% retention of business rates, an ending of Revenue Support Grant by 2019/20; and a transfer of new responsibilities (such as Public Health) which will need

to be funded from the retained business rates. The Government will consult in the spring.

The outcome of this review will be critical to the future sustainability of Council services for Sunderland.

- 4.1.9 New Homes Bonus (NHB) will remain unchanged for 2016/17. Beyond this it is to be continued although it is to be reviewed in order to divert £0.8bn of funding to Better Care Fund authorities. The government is consulting on delivering a revised Scheme in the spring.

Government will also reduce its contribution to the NHB scheme by £40m pa, to £210m with the remaining funding to come from top slicing existing local authority funding.

- 4.1.10 Government have issued guidance on the proposed flexible use of capital receipts. This allows councils to use capital receipts (from the sale of assets generated between 1st April 2016 to 31st March 2019) to fund revenue costs of projects designed to make on-going revenue savings and / or transform service delivery to reduce costs or to improve the quality of service delivery in future years. In order to qualify the council must prepare and publish an annual efficiency strategy listing all qualifying projects and proposed receipt usage which must be approved by full council.

## **4.2 Provisional Local Government Settlement - Impact for Sunderland in 2016/2017**

- 4.2.1 Appendix 1a sets out the Core Spending Power measure for Sunderland (which includes income raised locally from council tax). This demonstrates a cut of £9.9m (4.3%) for 2016/2017 which is higher than the national average cut of 2.8%. This reflects that although government actions to allocate the cuts more fairly have had some positive effect, the actions have not gone far enough to offset the inability for councils with low council tax bases to raise significant additional income locally.
- 4.2.2 Appendix 1b sets out the Settlement Funding Assessment for Sunderland (including Revenue Support Grant, Retained Business Rates and Top up grant). Although Government have moved to improve the methodology for allocating the cuts for 2016/2017 there is a further net 9.9% reduction. However this is lower than the national average cut of 12.5% and reflects some positive impact arising from the Governments actions to allocate the cuts on a fairer basis.
- 4.2.3 Within the Settlement Funding Assessment, Government funding through Revenue Support Grant for Sunderland is reducing in 2016/2017 by 21.4% (£15.5m). This compares to the national average cut of 27.6%, again reflecting some positive impact from the Governments actions to allocate the cuts on a fairer basis.

Government attempts to share the cuts more fairly are welcomed, however:

- the council is still faced with a significant funding cut in 2016/17 and in each of the next four years;
- the approach adopted has not addressed the historic impact on the council's core baseline funding as a result of the inequitable cuts in recent years.

4.2.4 Detailed analysis of the component elements which underpin the Revenue Support Grant is set out at Appendix 1b. It is of concern that there are significant cuts to Revenue Support Grant needs based funding (which includes children's services funding) in addition to an 8% p.a. cut to the Early Intervention component at a time when demand for the council's children's services is increasing.

4.2.5 A number of other grants are yet to be announced including Pooled Better Care Fund, Public Health grant and Housing Benefits Administration. The impact of the allocations once received will be factored into the February Budget report.

### **4.3 Indicative data for four years to 2019/20**

4.3.1 While the Government have published figures for four years through to 2019/20, figures beyond 2016/2017 need to be considered with extreme caution as they take no account of the proposed Business Rates Review and the move to 100% Retained Business Rates.

4.3.2 In addition, as set out at paragraph 4.1.1 clarity is required of exactly what the Government mean by the 'offer' of a four year settlement, what the 'acceptance' entails, and what form / period of cover the required efficiency plan must take.

4.3.3 Appendix 1c sets out initial analysis of the published figures which indicates for Sunderland:

- Core Spending Power will reduce by 2.79% over the period which is higher than the national average reduction of 0.5%. This reflects the inability for councils with low council tax bases to raise significant additional income from council tax.

It is noted however that this position includes the Councils share of the improved better care fund of £14m by 2019/20:

- As this funding is to be partly funded by a review of New Homes Bonus funding, only around half of the £14m can be considered as additional funding available to the council;
- Government indicated in the spending Review that the funding was to enable councils to increase payments to care providers and meet the cost of the National Living Wage. As the National Living Wage is estimated to cost the council an additional £16m p.a. by 2019/20, and only around half of the £14m improved Better Care fund allocation is new funding to the council, it is evident there remains a significant gap of around £9m by 2019/20.

- Settlement Funding Assessment will reduce by 25% over the period compared to a national average reduction of 32%;
- Within the Settlement Funding Assessment, Revenue Support Grant will reduce by 62% (£45m) compared to a national average reduction over the period of almost 79%.

However this position is masked by the netting off within the RSG of additional Care Act Funding of £1.228m by 2019/20. If this sum is excluded Sunderland's RSG reduces by 64% over the period.

- 4.3.4 Work is continuing to understand the underlying implications of the data released thus far, the detail of the government 'offer' and how this links to the Business Rates Review. An update will be reported as part of the Medium Term Financial Planning update report to February Cabinet.

#### **4.4 Outlook for the Medium Term**

- 4.4.1 While Government actions to allocate the cuts on a fairer basis are welcomed, the underlying historic inequity remains. Ultimately the Council is still faced with reductions in RSG of 62% or £45m by 2020 in addition to the need to meet significant unavoidable spending pressures. While some provision is included in the Spending Review for meeting pressures arising from social care and the National Living Wage, at this stage this appears to be significantly short of the amount required to maintain services in the future. The prognosis therefore remains bleak into the medium term.
- 4.4.2 The impact of the proposed changes to the local government funding system as a result of the Business Rates Review will be critical to understanding the future sustainability of services within Sunderland. All opportunities will be taken to influence government thinking in this regard.
- 4.4.3 It is clear that funding of local government over the medium term will be subject to significant change both in terms of sustained reduced funding from central government and the shift towards local self-sufficiency. It is clear that significant cuts are likely to continue resulting in fundamental change to the way the council operates.



## **5. 2016/2017 Budget - Detail of Key Funding Elements for 2016/2017**

5.1 For 2016/2017 the key funding elements to support the revenue budget comprise:

### **5.1.1 Retained Business Rates**

The forecast income from Business Rates for 2016/2017 which will be retained by the Council is reported elsewhere on this agenda.

### **5.1.2 Revenue Support Grant**

The amount of Revenue Support grant to be received by Sunderland announced as part of the Provisional Local Government Finance Settlement is £57.231m.

### **5.1.3 Top up Grant**

The amount of Top-up grant to be received by Sunderland announced as part of the Provisional Local Government Finance Settlement is £36.247m.

### **5.1.4 Section 31 Grant - Cap on Business Rates RPI increase**

The Government capped the annual increase on Business Rates at 2% instead of RPI in both 2014/2015 and 2015/2016. The Government is to continue to compensate Councils for the on-going consequential shortfall in income through provision of a Section 31 Grant. For 2016/2017 this is estimated to be £1.147m.

### **5.1.5 Other Core Grant and Revenue Funding**

The core and revenue grants of significant value which have been confirmed as part of the provisional settlement are:

- **The New Homes Bonus Grant**  
The level of grant awarded is based on the increase in housing stock through new build properties and through returning empty properties back into use. Each year's allocation is awarded for a 6 year period with 2016/17 being the final year. Government have confirmed New Home Bonus is to continue with consultation on proposed changes in the spring.

The provisional total allocation for 2016/2017 of £4.367m comprises:

2011/12 - year 6 of allocation	£0.575m
2012/13 - year 5 allocation	£0.577m
2013/14 - year 4 allocation	£0.551m
2014/15 - year 3 allocation	£0.522m
2015/16 - year 2 allocation	£0.946m
2016/17 - Year 1 allocation (prov)	£1.196m

Support to Housing investment initiatives will continue to be addressed via the Capital Programme and revenue budget as required.

The Settlement also confirms the council will receive £0.188m in returned New Homes Bonus funding from the expected total top slice surplus that is projected by government for 2016/17.

- Other Grants

The following significant grants are yet to be announced:

- Pooled NHS Integrated Health and Social Care
- Public Health Grant
- Department of Health Revenue Grant (including Local Reform and Community Voices Grant)
- Housing and Council Tax Benefit Administration and Local Council Tax Support Administration Grant, and Council Tax Support New Burdens Funding
- Independent Living Fund.

#### 5.1.6 Council Tax

- Capping Powers and Reserve Powers

The Localism Act provides for the provision of referendums to veto excessive council tax increases. This effectively places a limit on council tax increases and if councils exceed Government limits then the public will be able to vote to agree or veto any increase considered 'excessive'.

- In the Provisional Settlement the Government announced that the referendum threshold for 2016/2017 is 2%.
- In addition Social Care councils are able to levy an additional ringfenced social care precept at 2%.
- Together this means assumed council tax rises in each of the next 4 years of up to 4% for social care councils.

The government is to allow Shire District Council and Police and Crime Commissioners with relatively low council tax level (in the lowest quartile) to increase Council Tax by 2% or by a flat rate £5 increase at Band D, whichever is the higher in the next 4 years.

- Local Council Tax Support Scheme

Proposals for the Local Council Tax Support Scheme for 2016/2017 are set out elsewhere on today's agenda. No Changes are proposed to the current scheme for 2016/2017.

## 5.2 Schools Funding

### 5.2.1 Dedicated Schools Grant

The Dedicated Schools Grant (DSG) is defined across three separate blocks as set out below. A new National Funding Formula will be introduced from 2017, with consultation to begin in early 2016.

- Schools Block

Based on the October 2015 census data pupil numbers have increased by 110 pupils, with funding increased by £0.540m, to £160.076m.

The Government is to continue to apply a national protection arrangement for schools whereby no school will see a per pupil reduction compared to its 2015/16 budget (excluding sixth form funding) of more than 1.5 per cent before the pupil premium.

- High Needs Block

The high needs block supports provision for pupils and students with SEN and disabilities, from their early years to age 25, and alternative provision for pupils who cannot receive their education in schools.

An additional £92.5 million has been provided nationally in 2016/17 for this block, with Sunderland receiving an additional £0.435m increasing total funding to £23.613m. This will support the increase in the number of pupils receiving Education, Health and Care Plans and requiring specialist education provision.

- Early Years Block

The early years block comprises funding for the 15-hour entitlement for 3 & 4 year-olds; participation funding for 2-year-olds from the most disadvantaged backgrounds; and the early years pupil premium. The rates per child are to be maintained at their 2015/16 level. The provisional allocation for 2016/17 is £15.776m including £0.333m pupil premium allocation.

### 5.2.2 Pupil Premium Funding

The Pupil Premium level for Sunderland Schools and Academies is estimated to be £15.224m, based on October 2015 census data. The final allocation will be based on the January 2016 pupil census and will not be confirmed until September 2016 by the Education Funding Agency.

### 5.2.3 Education Services Grant (ESG)

The ESG is allocated on a simple per-pupil basis to local authorities and academies according to the number of pupils for whom they are responsible.

The retained duties rate will remain at £15 per pupil and the general funding rate for 2016/17 will reduce from £87 per pupil to £77 per pupil, with continued protections for academies affected by the reduction. The Government will consult in the New Year on further reductions in order to reach the £600 million reduction announced in the 2015 Spending Review.

Provision has been included within the Budget Planning Framework for the impact of reduction in funding and academy transfers.

## **6. 2016/2017 Budget - Provision for Spending Pressures and Commitments**

6.1 When the Budget Planning Framework was approved in October 2015 Cabinet agreed that the following spending commitments would be taken into account:

- provision in respect of a pay-award;
- price increases on the basis of prudent assumptions in respect of energy and contractual arrangements;
- the impact of the Actuarial review of the Local Government Pension Scheme 2013, the impact of the Pensions Act 2008 (pension scheme auto enrolment) and the impact of the Pensions Act 2014 (abolition of NI contracted out rate);
- the impact of workforce transformation;
- provision for spending commitments in respect of debt charges and interest receipts;
- the impact of demographic changes in respect of adult social care;
- pressures relating to safeguarding;
- service pressures as a result of the economic position;
- replacement of one off resources utilised in setting the 2015/2016 budget where pressures are of an on-going nature e.g. the Intelligence Hub.

6.2 In this context it is proposed to make provision to address a number of spending commitments and pressures as set out below:

### **6.3 Cabinet Secretary**

The following proposals are made:

#### **6.3.1 Capital Financing**

Prudential borrowing has been provided for within the medium term financial position in relation to known investments over that period, together with a provision to provide future flexibility to enable strategic priorities of the Council to be addressed.

### **6.3.2 Workforce Transformation**

The latest financial implications associated with workforce transformation have been factored into the budget planning. The position will be kept under review.

### **6.3.3 National Living Wage**

The government's proposal to implement the National Living Wage of £7.20 rising to £9.00 by 2020 represents a significant additional cost pressure for councils as external contract suppliers seek to pass the cost on through increased contract prices. While there will be some limited Government additional Better Care Funding available to support this pressure from 2017/2018, the National Living Wage impacts from April 2016. Provision has therefore been included in the budget planning for the estimated first year impact. The MTFS will be updated to reflect any forecast additional gap compared to available government funding from 2017/2018. A further update will be reported to February Cabinet.

## **6.4 Adults Health and Housing**

The following proposals are made:

### **6.4.1 People - Adult Services Demand / Demographic Issues**

The increasing longevity of the national and specifically, the city's, population continues to place significant pressure on Adult Social Services budgets. In addition, client expectations and increasing demand to support clients with complex cases to enable clients to maintain independent living, is requiring reconfigured services and additional investment.

A sum of £2.49m for cost pressures has been factored into the 2016/2017 budget.

## **6.5 Children's Services**

The following proposals are made:

### **6.5.1 People - Children's Safeguarding**

Provision has been included in the 2016/2017 budget in respect of the continued demand pressures in relation to Safeguarding and Looked After Placements reflecting the latest improvement plan requirements. This position will be kept under review.

## 6.6 Summary Pressures Position

The table below summarises the spending pressures in 2016/2017

	2016/17 £m
<b>On-going Spending Pressures</b>	
Pay, Prices and Other Pressures	6.48
Living Wage Contract Inflation	4.00
NI - End of contracted-out rate	2.46
People - Adults Demand Pressures	2.49
People - Children's Demand Pressures External Placements	6.38
Intelligence Hub	0.50
Living Wage and Workforce Transformation	2.50
Capital Financing	1.00
<b>Total Estimated On-going Pressures</b>	<b>25.81</b>
Safeguarding Pressure (One-Off)	5.79
<b>Total Pressures</b>	<b>31.60</b>

## 7. Summary Funding Gap 2016/2017 to 2019/2020

- 7.1 When spending pressures and commitments are taken alongside the current forecast reduction in funding, the overall gap to be addressed in 2016/2017 through to 2019/2020 is summarised as follows:

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
Government Grant Changes	15.00	13.11	8.84	5.68	42.63
Total On-going Spending Pressures	25.81	20.00	10.68	10.82	67.31
<b>Total On-going Funding Gap</b>	<b>40.81</b>	<b>33.11</b>	<b>19.52</b>	<b>16.50</b>	<b>109.94</b>
Safeguarding Pressure (One-Off)	5.79	0.00	0.00	0.00	5.79
Pressure from Use of One-Off Balances	0.00	5.35	0.00	0.00	5.35
<b>Total Funding Gap</b>	<b>46.60</b>	<b>38.46</b>	<b>19.52</b>	<b>16.50</b>	<b>121.08</b>

Further update to the medium term position will be provided as part of the February Cabinet Budget Report.

- 7.2 Proposals to address the funding gap for 2016/2017 are detailed at section 8 below.

## 8. Proposals to Meet the Funding Gap 2016/2017

- 8.1 As part of the Budget Planning Framework for 2016/2017, Cabinet agreed in October 2015 to meet the funding gap by progressing the existing savings programme and developing a further programme of activity taking into account the strategic vision of the council's role in the future and reflecting the Councils Community Leadership role and the Improvement Framework key principles. This involves further transforming service delivery, reducing service standards and

commissioned activity and prioritising resources to support statutory requirements and key priorities:

- People - protecting and supporting the most vulnerable adults and children in our communities;
- Place - keeping our communities as safe, clean and well maintained as possible within the resources available;
- Economy - continuing support to the economic regeneration of the city by encouraging businesses and jobs into the city.

8.2 For all service areas this has included consideration of:

- Ensuring resources are targeted on statutory services and protecting key priority services;
- Redesigning and reshaping services to deliver required outcomes at least cost;
- Reduced commissioning and service standards;
- Pressing forward with new alternative models of service delivery (ASDMs) at reduced cost and increasing commercialisation;
- Continued focus on progressing Regeneration, Funding Leverage & Commercial Opportunities.

8.3 Summary of Proposed Plans To Meet the Funding Gap

Proposals to fully meet the funding gap for 2016/2017 are summarised below together with an indication of plans for 2017/2018;

	2016/17 £m	2017/18 £m
<b>Total Estimated Pressures and Grant Reductions</b>	<b>46.60</b>	<b>38.46</b>
<b>Proposals to Meet the Funding Gap</b>		
Other Services (Appendix 2.1)	-4.93	-2.57
Contingencies and Central Resources (Appendix 2.2)	-11.14	-1.10
Place and Economy Services (Appendix 2.3)	-6.32	-4.73
People Services - Adults (Appendix 2.4)	-7.42	-10.35
People Services - Children's (Appendix 2.5)	-2.70	-3.18
<b>Total On-going Savings Programme</b>	<b>-32.51</b>	<b>-21.93</b>
Use of One-Off Balances	-8.94	0.00
Collection Fund Surplus - Council Tax	-2.00	0.00
<b>Net position after Proposals</b>	<b>-43.45</b>	<b>-21.93</b>
<b>Remaining Gap</b>	<b>3.15</b>	<b>16.53</b>

Further work is continuing to develop a full suite of proposals to meet the 2017/2018 funding gap of circa £17m as well as the further savings forecast to be required through to 2019/2020.

Further updates will be provided to Cabinet in due course and the Medium Term Financial Strategy 2016-2020 will be refined and updated as this work progresses.

## 8.4 Detail of Proposals for Reduction 2016/2017

The proposals for reduction are summarised below with further detail set out for each at Appendix 2:

### 8.4.1 Other Services (£4.932m 2016/2017 and £2.574m 2017/2018). Further details at Appendix 2 cross referenced to the table below.

Ref	Proposed Reduction	2016/17 £m	2017/18 £m
1.1	Full Year Impact of previous years decisions – ICT Rationalisation	0.300	0.000
1.2	Review of democratic function, member support, community leadership and electoral services	0.271	0.000
1.3	ICT Further Rationalisation	0.150	0.754
1.4	Review of Business Support arrangements	0.848	0.848
1.5	Review of Transformational Change Team	0.244	0.000
1.6	Integration of the Strategy Team and Partnership Team	0.289	0.050
1.7	Review of HR and OD services	0.300	0.100
1.8	Review of Corporate Affairs and Communication arrangements	0.836	0.038
1.9	Review of Tourism arrangements	0.024	0.000
1.10	Review of Events Core Programme funding arrangements and income generation	0.150	0.100
1.11	Review of Legal Services and Governance Services	0.213	0.037
1.12	Assurance, procurement and Projects review, including income maximisation	0.329	0.145
1.13	Review of Financial Resources arrangements, including Transactional services	0.328	0.502
1.14	General Review of Management Arrangements	0.650	0.000
	<b>Total</b>	<b>4.932</b>	<b>2.574</b>

### 8.4.2 Contingencies and Central Resources (£11.135m 2016/2017 and £1.100m 2017/2018). Further details at Appendix 2 cross referenced to the table below.

Ref	Proposed Reduction	2016/17 £m	2017/18 £m
2.1	Review of Corporate Allocations - Debt Charges Provision	6.619	0.000
2.2	Business Rates Growth	0.700	0.500
2.3	Council Tax Base Growth and New Homes Bonus Grant	2.178	0.600
2.4	NECA – ITA Transport Levy Reduction	0.569	0.000
2.5	Review of Corporate Allocations - Contingencies	1.069	0.000
	<b>Total</b>	<b>11.135</b>	<b>1.100</b>



**8.4.3 Place and Economy** (£6.323m 2016/2017 and £4.726m 2017/2018)  
Further details at Appendix 2 cross referenced to the table below

<b>Ref</b>	<b>Proposed Reductions</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>
3.1	Full Year Impact of Previous Years Decisions	1.207	0.000
3.2	Place Management – ASDM Cost Reductions	1.025	1.075
3.3	Place Management – ASDM Business Growth	0.097	0.350
3.4	Responsive Local Services – reduced frequency / volume of service through new commissioning arrangements	2.350	0.000
3.5	Parking Services – parking strategy implementation	0.080	0.350
3.6	Highways Maintenance – reduction to reactive maintenance	0.150	0.150
3.7	Bereavement – annual increase in fees and increased range of options for memorialisation services.	0.040	0.150
3.8	Security Services rationalisation and reduction within the city	0.078	0.094
3.9	Pest Control and Dog Wardens – increased fees or service reduction	0.060	0.000
3.10	Place Shaping – ASDM Cost Reduction	0.000	0.790
3.11	Place Shaping – ASDM Business Growth	0.100	0.100
3.12	Highways, Transport and Network Management – maximisation of fee earning and rationalise school crossing provision.	0.150	0.240
3.13	Building Control - greater commercial focus including extending the geographical coverage of the service	0.100	0.100
3.14	Development Control – greater commercial focus including more emphasis on pre-application services.	0.100	0.100
3.15	Public Protection and Regulatory Services review, with integration of housing related functions.	0.105	0.090
3.16	Asset Management – review of statutory responsibility	0.050	0.050
3.17	Miscellaneous land and Property Review – increased income opportunities	0.050	0.050
3.18	Waste Disposal – increased recycling, including in trade waste	0.085	0.311
3.19	Registrars – annual increase in fees	0.050	0.050
3.20	Port of Sunderland – Business Growth	0.100	0.100
3.21	Street Lighting – introduction of LEDs onto main highways	0.000	0.150
3.22	Business Investment, incl International Development – phased reduction of SME grants	0.196	0.176
3.23	Fleet and Transport Review – further reduction in vehicle numbers	0.150	0.250
	<b>Total</b>	<b>6.323</b>	<b>4.726</b>

8.4.4 **People – Adults** (£7.418m 2016/2017 and £10.345m 2017/2018). Further details are shown at Appendix 2 cross referenced to the table below:

Ref	Proposed Reductions	2016/17 £m	2017/18 £m
4.1	Full Year Impact of previous years decisions – implementation of Care and Support Business Plan	0.553	0.000
4.2	Adults Social Care – support for older people through extra care provision	(0.336)	0.289
4.3	Support for Vulnerable Clients – Home Care support within Localities	0.447	0.424
4.4	Reablement at Home – contract review	0.200	0.000
4.5	Community Equipment Service – review to allow for direct purchasing and better signposting	0.200	0.200
4.6	Adults with Learning and Physical Disabilities – support for those living in Residential Care and receiving short breaks	0.451	0.292
4.7	Adults with Learning and Physical Disabilities – review of day care opportunities	1.500	1.041
4.8	Adults with Learning and Physical Disabilities – review and reduction of unit costs	1.000	0.000
4.9	Review of Staff Requirement in Adult Social Care	0.000	0.250
4.10	Review of Grant funding to VCS to ensure aligned to agreed outcomes	0.200	0.000
4.11	Demand Pressure for all client groups to be absorbed within base budgets	1.991	2.507
4.12	Culture and Activity – Development of a cultural offer for the city	0.987	2.598
4.13	Housing Related support review	0.000	2.539
4.14	Review of Specialist advice function	0.225	0.205
	<b>Total</b>	<b>7.418</b>	<b>10.345</b>

8.4.5 **People – Children’s** (£2.703m 2016/17 and £3.180m 2017/18). Further details are shown at Appendix 2 cross referenced to the table below:

Ref	Proposed Reductions	2016/17 £m	2017/18 £m
5.1	Children remaining with Families - Integrated model of delivery across early help and child protection	1.000	0.317
5.2	Children in the Care of the LA - Review of the Looked after Strategy and reduction in numbers	1.427	2.003
5.3	Services for Disabled Children – review of delivery and staffing	0.150	0.300
5.4	Youth Provision – review of provision and commissioned contracts	0.000	0.560
5.5	Review of School Improvement Service	0.100	0.000
5.6	Derwent Hill – review of costs and maximisation of income opportunities	0.026	0.000
	<b>Total</b>	<b>2.703</b>	<b>3.180</b>

## **8.5 Use of One Off Resources**

At this stage it is proposed to utilise one off funding of £8.940m to meet pressures on a one off basis to support the overall budget position.

In addition it is proposed to utilise £2m of Council Tax Collection fund surplus to support the budget in 2016/2017 on a one off basis. This position will be reviewed and updated as part of the Budget proposals in February 2016.

It also is anticipated that some further use of transitional funding will be required in 2016/2017 to allow for the full implementation of some savings plans and the final impact of workforce transformation. This position will be kept under review and updated as part of the Budget proposals to Cabinet in February 2016.

## **8.6 Other Resources**

After taking account of total on-going programmed savings and use of one off resources for 2016/2017 there remains a funding gap of £3.150m. At this stage it is proposed this gap will be met from either council tax increase or use of transitional funding held in balances on a temporary basis.

## **9 Outstanding Uncertainties**

9.1 At this stage there are a number of uncertainties still to be resolved in relation to next year's budget, including:

- the outcome of the final Local Government Revenue Support Grant Settlement for 2016/2017 and related grant announcements;
- Grants announcements in relation to some specific grants including Better Care Fund, Public Health Grant and Housing and Council Tax Benefit Administration;
- transitional costs in relation to the implementation of savings proposals;
- the forecast Income from Business Rates;
- the final Collection Fund position for both Council Tax and Business Rates.

In addition, it will be necessary to consider the outcome of further consultation to take place on the budget.

## **10 Budget Consultation**

10.1 The Budget and Policy Framework procedure rules contained within the Constitution of the Council requires consultation on budget proposals to take place. In October 2015 Cabinet approved proposals regarding the consultation strategy and framework for the budget for 2016/2017 and proposed briefings to the following stakeholders:

- Trade Unions;
- North East Chamber of Commerce / Representatives of Business Ratepayers;
- Voluntary Sector;
- Children's Trust Advisory Network;
- Schools Forum, Head Teachers and Governors.

10.2 In addition to the above stakeholder consultation, a survey was undertaken to gain an understanding of priorities for the council in terms of how we will spend money on services and the acceptability of approaches to addressing the budget cuts.

10.3 To supplement the survey, a number of area based events were undertaken using established Area arrangements and open to local residents, in the five areas of the city which sought to maximise engagement with stakeholders, residents and VCS organisations.

10.4 Initial findings of the survey and discussions at the workshops demonstrate general support for the overall approach.

10.5 To date budget consultation with these groups has concentrated on the overall approaches to meeting the budget challenge. Further detailed consultation in relation to the proposals will be undertaken, as appropriate, when the proposals are developed, or service review takes place. The results of this consultation will, in turn, inform the Equality Analysis of the proposals.

10.6 At each stage in the budget preparation process Scrutiny Committee is being consulted.

10.7 This report will become the basis for second stage consultation. Elements of the consultation undertaken to date, which has not yet been fully analysed, together with the results of the second stage of consultation will be considered in framing the final budget proposals to be submitted to Cabinet in February, 2016.

## **11 Equalities Impact Assessment**

In accordance with the approach followed in previous years the Council continues to fully consider the impact of its plans by following a robust approach to equalities analysis. Appendix 3 sets out the approach adopted to the budget setting process.

The full Equality Analyses that have been undertaken to date can be found as supplementary information on the agenda, by using the following link:

<http://www.sunderland.gov.uk/committees/cm15/Meetings/tabid/73/ctl/ViewMeetingPublic/mid/410/Meeting/8596/Committee/1890/Default.aspx>

Members must read these documents as having regard to them will assist members in complying with the public sector equality duty when considering the proposals. Copies have also been deposited in the members' group rooms.

## **12 Crime and Disorder**

- 12.1 Consideration has been given to the options for savings with regard to their potential impact on crime and disorder, (Section 17 Duty), and it has been identified that item 3.8 (appendix 2), in relation to Security Services rationalisation and reduction within the city may have a negative impact. The service will seek to mitigate this risk as appropriate through communication plans, and seeking to involve community and other groups in the service provision where possible.

## **13 General Balances**

- 13.1 A Statement of General Balances is attached at Appendix 4.
- 13.2 As reported at the Second Revenue Review Report to Cabinet, some savings have been generated in 2015/2016 from Interest on Balances and Debt Charges, and unutilised contingency provisions. Any savings generated will be required to fund one off spending pressures and additional costs associated with implementing the budget proposals for 2015/2016 and to support the 2016/2017 Revenue Budget as part of a prudent and robust approach to budget setting.
- 13.3 The balances position will be updated / reviewed as the budget is progressed. A full risk analysis will be presented with the final budget proposals to the February meeting of Cabinet.

## **14 Suggested Reason for Decision**

- 14.1 To enable constitutional requirements relating to the development of the revenue budget to be met.

## **15 Alternative options to be considered and recommended to be rejected**

- 15.1 There are no alternative options recommended for approval.

### **Background Papers**

Budget and Planning Framework 2016/2017 (October 2015 Cabinet)

Local Government Finance Settlement 2016-17:

<https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2016-to-2017>

## APPENDIX 1a

### Provisional Revenue Support Settlement 2016/2017

#### Core Spending Power 2016/2017 compared to 2015/2016 adjusted

Ref Spending Power Components	Adjusted Core Spending Power 2015-16	Provisional CSP 2016-17	Changes for 2016-17 compared to the Adjusted 2015-16	
	£m	£m	£m	%
Council Tax Requirement excluding parish precepts	78.273	80.461	2.188	2.79%
1 Settlement Funding Assessment (SFA)	150.706	135.817	-14.889	-9.88%
1 Efficiency Support Grant	0.000	0.000	0.000	
1 Lead Local Flood Authorities	0.000	0.000	0.000	
1 Council Tax Freeze Grant 2015-16	0.000	0.000	0.000	
1 Adult Social Care New Burdens (Care Act)	0.000	0.000	0.000	
2 Social Care Council Tax precept	0.000	1.589	1.589	100.00%
2 Improved Better Care Fund	0.000	0.000	0.000	
Provisional New Homes Bonus	3.426	4.555	1.129	32.95%
New Homes Bonus: returned funding	0.000	0.000	0.000	
<b>Sunderland Total Core Spending Power</b>	<b>232.405</b>	<b>222.422</b>	<b>-9.983</b>	<b>-4.30%</b>

*Memorandum - national position*

**-2.80%**

#### Notes

#### 1. Grants in 2015/16 that have been transferred into the 2016/17 Settlement Funding Assessment

Lead Local Flood Authorities

Council Tax Freeze Grant 2015/16

Adult Social Care Act Funding

Efficiency Support Grant (not applicable to the Council)

#### 2. New Funding included in Core Spending Power

Social Care Council Tax precept (Social Care Authorities only)

Improved Better Care Fund for Social Care Authorities only

#### Other Changes

#### 3 Grants removed from the Core Spending Power measure - to be paid by specific

SFA Section 31 grant is to be paid separately outside of the SFA reference to Funding

Local Council Tax support and Housing Benefit Admin

Department of Health Revenue Grant (renamed)

Public Health Grant (Ring-fenced)

Better Care Fund (NHS)

#### 4. Funding removed from Spending Power- currently position unknown

Council Tax Support Funding to Parishes

Inshore Fisheries Conservation Authorities

Council Tax Support New Burdens Funding

## APPENDIX 1b

### Provisional Revenue Support Settlement 2016/2017

#### Settlement Funding Assessment and Revenue Support Grant 2016/2017

	Adjusted 2015-16 Settlement Funding assessment	Provisional 2016-17 Settlement Funding Assessment	Variation between 2016/17 and 2015/16 adjusted	Variation between 2016/17 and 2015/16 adjusted %
	£m	£m	£m	%
Upper-Tier Funding	99.614	87.417	-12.197	-12.24%
Lower-Tier Funding	17.974	15.714	-2.260	-12.57%
<b>Total (Needs based funding)</b>	<b>117.588</b>	<b>103.131</b>	<b>-14.457</b>	<b>-12.29%</b>
<b>Other Funding Components</b>				
2011-12 Council Tax Freeze Compensation	2.357	2.357	0.000	0.00%
Early Intervention Funding	9.699	8.921	-0.778	-8.02%
Homelessness Prevention Funding	0.138	0.138	0.000	0.00%
Lead Local Flood Authority Funding 2013-14	0.118	0.120	0.002	1.69%
Lead Local Flood Authority Funding 2015-16	0.025	0.025	0.000	0.00%
Learning Disability and Health Reform Funding	14.906	15.221	0.315	2.11%
2013-14 Council Tax Freeze Compensation	0.979	0.979	0.000	0.00%
2014-15 Council Tax Freeze Compensation	0.964	0.964	0.000	0.00%
Local Welfare Provision	1.081	1.081	0.000	0.00%
2015-16 Council Tax Freeze Grant	0.990	0.990	0.000	0.00%
Social Care Act Funding reform	1.850	1.880	0.030	1.62%
Sustainable Urban Drainage Systems	0.009	0.009	0.000	0.00%
Carbon Monoxide and Fire Alarm Grant	0.001	0.001	0.000	0.00%
<b>Sunderland Total SFA</b>	<b>150.705</b>	<b>135.817</b>	<b>-14.888</b>	<b>-9.88%</b>
<b>SFA split</b>				
RSG(including funding transfers in 2016/17)	72.769	57.231	-15.538	-21.35%
Baseline Funding (Top Up Grant)	35.948	36.247	0.299	0.83%
Assumed Business Rates	41.988	42.339	0.351	0.84%
<b>Sunderland Total SFA</b>	<b>150.705</b>	<b>135.817</b>	<b>-14.888</b>	<b>-9.88%</b>

Memorandum - National Position

-12.50%

## APPENDIX 1c

### Provisional Revenue Support Settlement 2016/2017

#### Core Spending Power 2016/2017 to 2019/20

Ref Spending Power Components	Adjusted Core Spending Power 2015-16	Provisional CSP 2016-17	CSP 2017-18	CSP 2018-19	CSP 2019-20	Changes over 4 year period 2015/16 to 2019/20	
	£m	£m	£m	£m	£m	£m	%
Council Tax Requirement excluding parish precepts	78.273	80.461	83.119	85.948	88.961	10.688	13.65%
Settlement Funding Assessment (SFA)	150.706	135.817	124.844	118.653	112.640	-38.066	-25.26%
1 Efficiency Support Grant	0.000	0.000					
1 Lead Local Flood Authorities	0.000	0.000					
1 Council Tax Freeze Grant 2015-16	0.000	0.000					
1 Adult Social Care New Burdens	0.000	0.000					
2 Social Care Council Tax precept	0.000	1.589	3.306	5.173	7.204	7.204	100.00%
2 Improved Better Care Fund	0.000	0.000	1.802	8.544	14.346	14.346	100.00%
Provisional New Homes Bonus	3.426	4.555	4.580	2.877	2.761	-0.665	-19.41%
New Homes Bonus: returned funding	0.000	0.000					
<b>Totals</b>	<b>232.405</b>	<b>222.422</b>	<b>217.651</b>	<b>221.195</b>	<b>225.912</b>	<b>-6.493</b>	<b>-2.79%</b>

Memorandum National Position

-0.50%

SFA can be analysed as follows	Adjusted Core Spending Power 2015-16	Provisional CSP 2016-17	CSP 2017-18	CSP 2018-19	CSP 2019-20	Changes over 4 year period 2015/16 to 2019/20	
Top Up Grant	35.948	36.247	36.960	38.051	39.267	3.319	9.23%
Business Rates Share	41.989	42.339	43.172	44.445	45.866	3.877	9.23%
Revenue Support Grant	72.769	57.231	44.712	36.157	27.507	-45.262	-62.20%
<b>Total</b>	<b>150.706</b>	<b>135.817</b>	<b>124.844</b>	<b>118.653</b>	<b>112.640</b>	<b>-38.066</b>	<b>-25.26%</b>



# 1. Other Services Proposals (Saving £4.932m 2016/17 and £2.574m 2017/18)

## 1.1 Full Year Impact of previous year's decisions (Saving - £0.300m 2016/17)

The ICT Unit will continue the consolidation of applications and associated licences, reducing the external spend on application support. This will be coupled with service redesign that will focus on demand management through increased self-service and improved service delivery processes.

### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓
No Equality Analysis Required	
Additional Comment: The savings will predominantly be delivered through a review of internal processes, internal support arrangements and restructuring of the workforce in these areas, therefore equality implications will be considered as part of Workforce Planning arrangements	

## Appendix 2 continued

### 1.2 Undertaking a review of the democratic decision function, member support, community leadership and electoral services arrangements (Saving - £0.271m in 2016/17)

A review of the democratic decision making model in line with Future Council 2020 thinking and member support is underway and proposals will be implemented that will ensure robust, integrated and effective governance arrangements are in place that will deliver the required savings. This will involve: the grouping of member Support Functions to rationalise ways of working and staffing structures,

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓
No Equality Analysis Required	
Additional Comment: The savings will predominantly be delivered through a review of internal processes, internal support arrangements and restructuring of the workforce in these areas, therefore equality implications will be considered as part of Workforce Planning arrangements	

### 1.3 Corporate ICT – Review of arrangements between ICT and Intelligence functions and seeking out commercial opportunities (Saving - £0.150m in 2016/17 and £0.754m in 2017/18)

A review of the ICT structure, its assets, processes and how it integrates with the Intelligence Function will be undertaken to not only generate the savings required but also cultivate an organisation where information, data and insight flows into and from the council to support the council in fulfilling its key community leadership purpose and has an overall “Service orchestration-type” function connecting demand and supply, underpinned by customer insight and intelligence.

Managing the relationship with the Intelligence and ICT partners (and other commissioned capacity or capability) and the ability to trade will serve the core council and the wider eco-system of public to private enterprise to enable the following:

- Development of a new operating model that ensures the council has a robust and fit for purpose ICT service.
- Development of a new city blueprint - a framework of the essential digital and data skills, innovation processes and technology components.
- Maximisation of integration opportunities with the intelligence work; the developing software market in the city, the alignment with other key partners work in the city.
- Providing a robust business model which represents VFM.
- Ability to attract the right calibre of partner/s to the procurement exercise.
- Developing a strong client unit in the council.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓
No Equality Analysis Required	✓
Additional Comment: This efficiency is based upon staffing changes, which will be considered as part of workforce planning arrangements, and increased income generation by delivering services to a wider range of customers therefore it is considered that no additional equality analysis is required.	

#### 1.4 Review of Business Support arrangements (Saving - £0.848m in 2016/17 and £0.848m in 2017/18)

A full service review of business support arrangements is underway to ensure that they are streamlined to reflect the business support requirements that the future council will require. The review focusses on how to improve internal processes, deliver lower cost alternative delivery methods, manage demand and increase self-service, and reduce the service catalogue and resource ratios all of which will deliver the required efficiency savings.

##### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓
No Equality Analysis Required	
Additional Comment: A significant element of the above savings relates to staffing changes which will be considered as part of the Workforce Planning Project.	

### 1.5 Review of the Transformational Change Team (Saving - £0.244m in 2016/17)

A review of the Transformational Change Team is underway with a view to transforming it into a model that best serves the requirements of the future council. The service will be redesigned to focus resource on high value/risk priorities and will therefore no longer support low value/risk activity.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓
No Equality Analysis Required	
Additional Comment: A significant element of the above savings relates to staffing changes which will be considered as part of the Workforce Planning Project. In developing future lists of projects that the Transformation Change Team are involved in, due consideration will be given to the impact of each project in relation to the protected characteristics.	

### 1.6 Integration of the Strategy Team and Partnership Team (Saving - £0.289m in 2016/17 and £0.050m in 2017/18)

A review will be undertaken to redesign a smaller, leaner Policy, Strategy and Partnership Team which can work more collaboratively with partners to maximise the efficiency, skills and value of the participating organisations whilst sourcing external expertise if needed. It will provide clear direction and common purpose and delivery support through the formulation of partnership-based strategy and relevant performance management arrangements within the council through to action and evidenced results.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	✓
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓
No Equality Analysis Required	
Additional Comment: Some of the savings will need to come from the service review to redesign a smaller and leaner team, these workforce changes will need to be considered as part of the Organisational Workforce Planning arrangements. Some of the savings will need to come from non-staffing costs such as partnership and community safety activity, corporate subscriptions and the commissioning of specialist consultants, for example, for economic studies. The equality impact of stopping partnership and community safety activity will require equality analysis. There may be opportunity to realise positive equality impacts through aligning our work with the work of our partners and the Equality Forums, this will be explored as part of the Equality Analysis process.	

### 1.7 Migration of HR and OD into separate delivery model (Saving - £0.300m in 2016/17 and £0.100m in 2017/18)

It is proposed that HR and OD will transfer initially into a LATC which will allow it to trade in the private sector. By definition, ASDMs will be more commercially minded and will be focussed on growing the business beyond the core commission. In addition to increasing income, the creation of the LATC will assist in reducing future costs. Recognising that the Council transfer of assets such as staff, systems and knowledge will be critical in actually forming the business, it is assumed in return that increased income generated by any new ASDM through business growth for the period up to 2020 will be passported back to the authority by way of a reduction in the value of the core commission.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	✓
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓
No Equality Analysis Required	
Additional Comment: It is considered that an equality analysis is required as this efficiency will be achieved through the creation of a new delivery model for HR&OD services focussing on savings from changes to staffing arrangements and conditions. The equality analysis will be carried out at an appropriate time when options for future terms and conditions can be considered alongside the make up of the workforce that would be TUPE transferring (N.B. any revised terms and conditions will only affect new starters).	

## Appendix 2 continued

### 1.8 Review of Corporate Affairs and Communication arrangements (Saving - £0.836m in 2016/17 and £0.038m in 2017/18)

By 2020 the council will need a different sort of Corporate Affairs and Communications service to reflect its smaller size and its changed role of being more of a facilitating and enabling commissioner of services. In order to ensure the Council continues to have an effective media relations, corporate communications and reputation and influencing corporate affairs resource, going forward, the team will be re-organised with responsibilities being realigned. We will also start to devolve the People, Place and Economy marketing communications to the service areas in readiness for moving to alternative delivery models. In addition to the restructure a proportionate reduction in non-staff spend reflecting changing priorities / size and shape of the future council will be managed out.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓
No Equality Analysis Required	
Additional Comment: A significant element of the above savings relates to staffing changes which will be considered as part of the Workforce Planning Project.	



### 1.9 Review of Tourism arrangements (Saving - £0.024m in 2016/17)

A proportionate reduction in non-staff spend, i.e. marketing and publicity materials will be implemented in order to contribute to savings targets.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: As the modest saving relates to publicity and marketing materials it is felt that no equality analysis is required.	

## Appendix 2 continued

### 1.10 Review of Events Core Programme funding arrangements and income generation (Saving - £0.150m in 2016/17 and £0.100m in 2017/18)

The Sunderland Live Team has been in existence for three years now and it is felt that the organisation is now mature enough that the Council's contribution to the Events Core Programme can be reduced. The reduction in the Council contribution will be matched by external funding arising from greater encouragement of event sponsorship and also increased income opportunities.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment The saving is based upon reducing the funding that the Council contributes towards the Events Core Programme by increasing the level of external funding sourced for events and also maximising income generation opportunities through the events themselves therefore it is felt that no equality analysis is required.	

### 1.11 Review of Legal Services arrangements and Governance Services (Saving - £0.213m in 2016/17 and £0.037m in 2017/18)

A review of Legal & Democratic Services is under way to ensure the team is organised to support the on-going requirements of the council, through the transformation process and beyond, at the same time ensuring we can ensure compliance with legal requirements and reduce the risk of legal challenge. This review will therefore focus on a structural review of the Legal Services teams and further integration of work.

A review of the Governance Service function has been undertaken and has identified that savings can be generated by reducing the types of meetings that are serviced by the Governance Services Team to only formal Cabinet, Council, Committee, etc. Meetings, combining support to the corporate complaints and information governance functions, and on-going income generation. In addition to this, consideration will be given to how the number of meetings and the decision making and recording process could also be streamlined. These changes will be accommodated in a reconfiguration of Governance Services, Information and Complaints functions.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓
No Equality Analysis Required	
Additional Comment: A significant element of the above savings relates to staffing changes which will be considered as part of the Workforce Planning Project.	

### 1.12 Assurance, Procurement and Projects Review (Saving - £0.329m in 2016/17 and £0.145m in 2017/18)

The service will reduce the level of audit, risk and project support available for transformational change and service delivery. Alongside the reduction in audit and risk support, managers across the Council will have access to further guidance so that they are able to self-serve for those areas that have not been prioritised. In addition to resource reductions, the service area will seek to further increase income generated for liability claims handling for external organisations.

In order to generate savings, the procurement service will look to greater use of national and regional framework procurement contracts which will reduce the resource required on developing and managing Council procurement exercises. The level of procurement support offered to commissioners \ managers will also be reviewed whilst at the same time additional focussed support on contract management will be provided. All central support and oversights for procurements up to £10,000 will be removed and managers across the Council will be expected to self-serve in line with corporate guidelines. Increased income will be generated from procurement rebates received from NEPO contracts.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓
No Equality Analysis Required	✓
Additional Comment: A significant element of the above savings relates to staffing changes which will be considered as part of the Workforce Planning Project. There is an element of income generation covered within the proposal but this has no impact on front line services therefore it is considered that equality analysis is not required. Equality is already written into the procurement process and managers will be expected to continue to follow this process	

### 1.13 Review of Financial Resources arrangements, including transactional services (Saving - £0.328m in 2016/17 and £0.502m in 2017/18)

Financial Resources will reconfigure the service to reflect the reducing customer base (e.g. leisure JV and other potential ASDMs), and the increased focus on commissioning services. A core team will be developed in Financial Resources which ensures that the Council benefits from any savings prior to the likely creation of ASDMs. This approach will also ensure that a sustainable, quality, flexible and efficient resource is in place whilst ensuring financial stability and minimising the risk to the Council in the future.

The Council has been extremely successful in applying for external funding streams from both the Government and the European Union. It is envisaged that the success that the Council has enjoyed will continue and as a consequence management fee income for the External Funding Unit are expected to increase.

A review of Transactional Services will lead to a restructured service based upon the following key areas:

- Reviewing and improving processes around the whole procure to pay cycle including the use of technology to automate activity and maximise efficiency.
- Considering level of support that the reduced Council will require.
- Increasing officer self-service relating to the ordering function.
- Reviewing and improving processes around the whole sales to cash cycle including the use of technology to automate activity and maximise efficiency.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓
No Equality Analysis Required	✓
Additional Comment: A significant element of the above savings relates to staffing changes which will be considered as part of the Workforce Planning Project. One saving relates entirely to increased management fees arising from successful grant applications therefore it is considered that no equality assessment is required.	

### 1.14 General Review of Management Arrangements (Saving - £0.650m 2016/17)

Review of structures to ensure meets needs going forward.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓
No Equality Analysis Required	
Additional Comment: A significant element of the above savings relates to staffing changes which will be considered as part of the Workforce Planning Project.	

**2. Contingencies and Central Resources (£11.135m 2016/17 and £1.100m 2017/18)**

**2.1 Review of Corporate Allocations - Debt Charges Provision (£6.619m in 2016/17)**

A review of debt charge provision based on existing capital programme, and reflecting the on-going work to accelerate capital receipts realisation to support the capital programme which also facilitate private sector residential and commercial development in the city.

In addition, consistent with many other Local Authorities, a new approach to the annual repayment of borrowing - the minimum revenue provision - is being considered. The proposed approach would change the repayment to an annuity basis, from the current practice of Equal Instalment of Principal repayments. Not only is this change deemed more prudent, it also generates savings in the early years of the switch.

**Equality Analysis**

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: This reduction has no service provision or internal workforce impact and as such no equality analysis is deemed necessary	

## 2.2 Business Rates Growth (£0.700m 2016/17 and £0.500m 2017/18)

The anticipated increase in Business Rates growth over and above normal inflationary increases, taking into account planned developments in the city, RPI adjustments and Section 31 grant income provided as a consequence of various government reliefs introduced. The exact amount of growth will be confirmed upon completion of the NNDR1 form for 2016/17.

### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: This reduction has no service provision or internal workforce impact and as such no equality analysis is deemed necessary	



### 2.3 Council Tax Growth and New Homes Bonus (£2.178m 2016/17 and £0.600m 2017/18)

Increase in Council tax Base and New Homes Bonus), reflecting known and planned increases to residential property in the city.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: This reduction has no service provision or internal workforce impact and as such no equality analysis is deemed necessary	

### 2.4 NECA – ITA Transport Levy (£0.569m in 2016/17)

This saving will arise through the proposed reduction to the Tyne and Wear Transport Levy for Sunderland in 2016/2017.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: This reduction has no service provision or internal workforce impact and as such no equality analysis is deemed necessary	

## 2.5 Review of Corporate Allocations - Contingencies (£1.069m in 2016/17)

A review of contingencies has freed up savings, particularly in relation to utilities and fuel. The current low oil and gas prices, couple with extensive property rationalisation and energy efficiency work, has allowed for the release of contingencies earmarked for utility and fuel inflation. In addition, further in depth review of contingencies, has freed up further resource no longer required.

### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: This reduction has no service provision or internal workforce impact and as such no equality analysis is deemed necessary	

**3. Place and Economy (Saving - £6.323m 2016/17 and £4.726 2017/18)**  
**3.1 Full Year Impact of previous year's decisions (Saving - £1.207m 2016/17)**

Proposals Agreed as part of last year's budget setting, in relation to:

**Street Scene Citywide - £0.842m**

Continuation and introduction of a range of measures to maximise income from waste collection, including through reviewing existing charges and introducing new charging, specifically in relation to garden waste.

Reducing demand to enable the reduction of staff through natural turnover and workforce planning.

Increased income from Bereavement Service to be realised by increasing charges by 5%, which, analysis of neighbouring authorities charges, highlights will still be comparable.

**Street Scene Highways, Transportation and Network Management - £0.005m**

Increased fee income associated with skip permits and Traffic Regulation Orders.

**Street Scene Responsive - £0.350m**

Continued savings following the service re-design undertaken during 2015/2016 that reduces the cost of operational supervision with staff released through workforce planning with fixed term staff and apprentices integrated into core to facilitate continuity of service.

Continual reduction and transfer of responsibility to the community / community organisations focussed on horticultural activity.

**Design Services – review of operational costs / income - £0.010m**

The maximisation of income earning opportunities will be delivered, with the emphasis on project management and building management, to a range of clients including through increased charges to the capital programme and schools.

## Appendix 2 continued

### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓ (3)
No Equality Analysis Required	✓ (1,2,4)
<p>Additional Comment:</p> <p>These savings represent the full year effect of savings commenced part of the way through a year. Equality Analysis was undertaken as part of the 2015/16 budget setting process regarding these proposals the most notable of which revealed the following:</p> <p>1 Waste Collection income - The Council collects garden waste from approximately 80,000 residential households on a fortnightly basis. It is proposed that residents will have the option to pay an annual fee to continue with the service or they can opt out of the service but will be able to use either alternative free recycling services (self-serve delivery) or use their green residual waste bin which will continue to be collected free of charge. Assisted collections for aged and infirm residents in relation to garden waste will continue and refuse collection frequencies will not change.</p> <p>2 Other Waste Collection initiatives— A number of initiatives do not require Equality Analysis as they are either back office functions, changes to existing work practices to extract more value across the board price increase for existing trade waste customers, including:</p> <ul style="list-style-type: none"> <li>• Increased recycling by improved investment in waste communications</li> <li>• More in house waste skip reductions</li> </ul> <p>3 Review of RLS operations - A significant element of this saving relates to staffing changes which were considered as part of the Workforce Planning Project.</p> <p>4 A review of income earning potential has been undertaken in Design Services which has revealed that income can be increased through a greater emphasis on project management and building management, to a range of clients including through increased charges to the capital programme and schools. This element of proposal does not affect any front line service users therefore no Equality Analysis is required.</p>	

### 3.2 Place Management - Cost Reductions through ASDM (Saving - £1.025m in 2016/17, £1.075m in 2017/18)

It is proposed that Place Management related services will transfer initially into a LATC which will allow it to trade in the private sector and beyond Sunderland's boundaries. In addition to increasing income, the creation of the LATC will assist in reducing future costs in these broad areas:

- Improved productivity – An element of employee ownership or interest is proven to lead to improved productivity growth and efficiency resulting in a smaller overall workforce and reduction in non-staff related costs. These savings typically range from between 1% to 5% of expenditure.
- Rationalised management and supervisory arrangements – The amalgamation of a broad range services from different parts of the current organisation into a single coherent Place Management service along with the contraction in scale of the services provided

will promote a rationalisation of management and supervisory structures.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	✓
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: It is considered that an equality analysis is required as this efficiency will be achieved through the creation of a new delivery model for place based services focussing on savings from improved productivity and staffing arrangements. The equality analysis will be carried out in the later half of 2016 when options for the composition of the LATC are clearer and can be considered alongside the make up of the workforce that would be TUPE transferring.	

### 3.3 Place Management - Business growth through ASDM (Saving - £0.097m in 2016/17, £0.350m in 2017/18)

By definition, ASDMs will be more commercially minded and will be focussed on growing the business beyond the core commission. Recognising that the Council transfer of assets such as staff and operational depots will be critical in actually forming the business, it is assumed in return that increased income generated by any new ASDM through business growth for the period up to 2020 will be passported back to the authority by way of a reduction in the value of the core commission.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: This efficiency is based upon increased income generation by delivering services to a wider range of customers therefore it is considered that no equality analysis is required.	

### 3.4 Responsive Local Services (Saving - £2.350m in 2016/17)

Place Boards and Area Committees will be involved in defining the specification for Responsive Local Services, but with a much reduced level of resource. The 2020 budget setting process determines the budget reduction (£2.35m) and the available budget for 2016/17 onwards (£4.065m).

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	✓
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓
No Equality Analysis Required	
Additional Comment: The impact on groups with protected characteristics will be identified when the detail of the revised patterns of service delivery is established.	

### 3.5 Parking Services (Saving - £0.080m in 2016/17, £0.350m in 2017/18)

Efficiencies will be delivered through the expansion of measures in the Parking Strategy. These measures can be summarised as follows:

- Annual increases in parking tariffs of 10p per hour.
- Charging for a number of car parks situated near or adjacent to retail/business areas which are currently free
- Increasing the number of on-street parking bays
- Increasing the cost of staff parking permits
- Increasing the charge for parking waivers

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	✓
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
<p>Additional Comment:</p> <p>The Parking Strategy 2014 to 2020 identifies the approach that the Council will take to parking provision and management during the course of the next 4 years. It identifies guiding principles and policies that inform the approach to parking management arising from the changing need brought about by the City's economic development and regeneration plans. An Equality Analysis which evaluates the Parking Strategy as regards its potential impact on future parking provision and management in the City has been undertaken and has identified the following positive impacts:</p> <ul style="list-style-type: none"> <li>• All age groups will benefit from delivery of priorities that support improvements in road safety and accessibility arising from effective parking management and enforcement activity.</li> <li>• Disabled persons, pregnant people and parents using pushchairs are likely to benefit from effective enforcement that reduces obstructions caused by parked vehicles to pavements.</li> </ul> <p>Further more specific Equality Analysis will be undertaken where necessary as options for implementation continue to be firmed up.</p>	



### 3.6 Highways Maintenance (Saving - £0.150m in 2016/17 and £0.150m in 2017/18)

The revenue element of the highways budget funds day to day maintenance of the asset and reactive repairs. As a consequence of previous budget reductions only urgent reactive work is currently undertaken. It is proposed to reduce reactive activity further which will impact on: road and footway maintenance, highway drainage, guardrail and safety fence maintenance, road marking and emergency repair standards.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	✓
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: The proposal is based predominantly upon reducing the revenue funding for highways maintenance and mitigating the impact of this by taking a more focussed approach to the prioritisation of work in order to maintain service levels as much as possible within the constraints of the funding. Equality Analysis has identified that whilst all road and footpath users will be affected, there may be an increased likelihood of a negative impact on the elderly, very young, disabled, pregnant people and parents with pushchairs as the volume of maintenance and repairs decreases. The Impact of this however will be offset to a certain extent by maximising benefits derived from capital investment and schemes.	

### 3.7 Bereavement (Saving - £0.040m in 2016/17 and £0.150m in 2017/18)

The Bereavement Service will continue to contribute to council efficiencies through modest annual increases in the fees for burial and cremation and developing an improved range of options for memorialisation services available to residents to purchase. The future focus of the bereavement service will be around improving operational efficiency, income, and service to users.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	✓
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
<p>Additional Comment:</p> <p>Bereavement and Registration Fees have been Equality Analysed and although any cost increases will impact on everyone who uses the service, it has been deemed that there is a neutral impact as it does not have a disproportionate impact on any of the protected characteristic groups.</p> <p>Bereavement Services will continue to provide for Contract Funerals, with dedicated times established daily in the cremation and burial diaries to accommodate such requests. In order to alleviate the financial pressures of funerals, the Dignity group currently hold the Contract Funeral contract, and DWP will continue to make provision in the form of a bereavement payment to families who are deemed to be in hardship and qualify for the allowance.</p>	

### 3.8 Security Services (Saving - £0.078m in 2016/17 and £0.094m in 2017/18)

It is proposed that a range of security service commissioned activity will be stopped as follows:

Stop the park and cemetery gates opening and closing service - This would create an open park policy 24/7 and remove the park wardens at Barnes Park, Mowbray Park and the mobile service, whilst security requirements for events will be paid for by the organisers. Communities in the vicinity of parks will be given the option to open and close park gates if they consider it a priority.

Remove the subsidy of the Taxi Marshalling Service - This service was originally provided by Northumbria Police and was joint-funded with a contribution from the council. The Police have since withdrawn funding. The service currently operates Friday, Saturday & Monday nights between the hours of 23.00 - 05.00. The removal of Council subsidy would result in either the service stopping, or preferably, the required funding being made up by partners benefiting from it including taxi firms and licensed premises operators. The current contract has two years still to run, therefore, this would come into effect in mid-2017/18.

Rationalise CCTV and alarms panel monitoring - The City Alarm & Emergency Centre has increasingly supported a range of partner organisations as their funding has diminished. It is proposed to rationalise the number of CCTV cameras being monitored through dialogue with partners or transferring responsibility or costs back to them. The reduction would include Northumbria Police City Centre system, street cameras and would enable a reduction in staffing levels and / or removing certain shifts.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	✓
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: Stopping the park gates opening and closing service and removing the park warden patrols will have a universal impact on all people who visit or pass through the Council's Parks. Consideration will be given to implementing a communication campaign on safety awareness, tailored to the needs of all visitors, whilst using the parks.	

All those who use taxi rank facilities in the City Centre will be equally affected by the withdrawal of the taxi marshal funding; therefore there is no disproportionate impact on any of the protected characteristic groups.

Prior to the removal of any cameras, a risk assessment will be undertaken which will take into account not only the number of incidents but also the demographics of the area.

### 3.9 Pest Control and Dog Warden Service (Saving - £0.060m in 2016/17)

Charges were introduced for pests other than rats in 2014/15. It is proposed that either charges will be applied for rats in 2016/17 to fully recover the cost of the service or the service will be stopped and residents would then be signposted to private providers.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	✓
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: The introduction of charges will have the same impact on all people who would use the service as it will be universally applied, therefore there is no disproportionate impact on any of the protected characteristic groups.	

### 3.10 Place Shaping - Cost Reduction through ASDM (No Saving in 2016/17 and £0.790m in 2017/18)

It is proposed that Place Shaping related services will transfer into an ASDM(s) which will allow it to trade in the private sector and beyond Sunderland's boundaries. In addition to increasing income, the creation of the ASDM(s) will assist in reducing future costs in these broad areas:

- Improved productivity – An element of employee ownership or interest is proven to lead to improved productivity, again resulting in a smaller overall workforce and reduction in non-staff related costs. These savings typically range between 1% to 5% of expenditure.
- Rationalised management and supervisory arrangements – The amalgamation of a broad range services from different parts of the current organisation into a single coherent Place Shaping service along with the contraction in scale of the services provided will promote a rationalisation of management and supervisory structures.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	✓
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment It is considered that an equality analysis is required as this efficiency will be achieved through the creation of a new delivery model for place shaping based services focussing on savings from improved productivity and staffing arrangements. The equality analysis will be carried out in late 2016 early 2017 when options for the composition of the ASDM(s) are clearer and can be considered alongside the make up of the workforce that would be TUPE transferring	

### 3.11 Place Shaping - Business growth through ASDM (Saving - £0.100m in 2016/17 and £0.100m in 2017/18)

By definition, ASDMs will be more commercially minded and will be focussed on growing the business beyond the core commission. Recognising that the Council transfer of assets such as staff and operational depots will be critical in actually forming the business, it is assumed in return that increased income generated by any new ASDM through business growth for the period up to 2020 will be passported back to the authority by way of a reduction in the value of the core commission.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: This efficiency is based upon increased income generation by delivering services to a wider range of customers therefore it is considered that no equality analysis is required.	

### 3.12 Highways, Transportation and Network Management (Saving - £0.150m in 2016/17 and £0.240m in 2017/18)

The focus is on maximising fee-earning whilst evaluating the impact and contribution of non-statutory and non-fee earning activity, principally in respect of road safety, and minimising the cost of this as far as possible. Although some road safety activity such as cycle / pedestrian training is part-funded by fees, not all costs are covered and these activities will be stopped.

Increased fee earning opportunities - Additional income will be generated through a more proactive approach to working with developers to support the design and delivery of highways improvements required by new planning permissions. The cost of statutory advertisements will be reduced and charges for permits will be increased.

Rationalise the School Crossing Patrol service - It is proposed to carry out a risk assessment on all crossing patrol sites to identify sites where existing traffic controls, e.g. pedestrian crossings, are sufficient to allow safe movement, or where the installation of such measures could reduce the need for school crossing patrols. Schools will be involved in the process.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	✓
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: Prior to any service reduction being implemented on a school crossing patrol, a risk assessment will be undertaken taking into account all relevant intelligence related to accidents involving children.	



### 3.13 Building Control (Saving - £0.100m in 2016/17 and £0.100m in 2017/18)

Income will be increased through a more proactive approach to engaging developers at the pre-application stage in planning and expanding the geographical coverage of building control through partnership arrangements.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: This efficiency is based upon increased income generation by delivering services to a wider range of customers therefore it is considered that no equality analysis is required.	

### 3.14 Development Control (Saving - £0.100m in 2016/17 and £0.100m in 2017/18)

It is proposed to create a Major Development team (from existing staff) which will focus on attracting business via the pre-application process so that strategic and major developments within the City can be effectively project managed through the use of Planning Performance Agreements.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓
No Equality Analysis Required	✓
Additional Comment: This efficiency is based upon amalgamating various planning related functions together which will allow for efficiencies to be realised through workforce planning arrangements as well as increased income generation by delivering services to a wider range of customers therefore it is considered that no equality analysis is required.	

## Appendix 2 continued

### 3.15 Public Protection and Regulatory Services (Saving - £0.105m in 2016/17 and £0.090m in 2017/18)

Savings will be made through integrating the statutory housing environmental health and licensing functions into the broader public protection structure and embedding the housing renewal function into the new Planning and Regeneration service with a renewed focus on developing and delivering the broader housing strategy.

The service will focus on high risk \ priority work with lower risk \ priority work being undertaken on a reduced reactive basis. In general terms, the service will need to further concentrate on matters affecting broad sectors of the populace.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	✓
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
<p>Additional Comment:</p> <p>The saving arises from integrating the statutory housing environmental health and licensing functions into the broader public protection structure and embedding the housing renewal function into the new Planning and Regeneration service which will allow for a reduction in staff numbers. The reduction in staffing numbers will reduce the number of interventions, however this will be mitigated through the targeting of interventions on those areas of highest risk. The integration will however, increase the pool of people from a similar specialism which should assist in improving overall resilience of the service.</p> <p>The focus on a risk based approach will impact on all service users equally; therefore a neutral impact is envisaged.</p>	

### 3.16 Asset Management (Saving - £0.050m in 2016/17 and £0.050m in 2017/18)

Savings will be realised via a review of the Council's statutory responsibility for asbestos management, electricity at work, water hygiene etc. as well as the Estates Surveying function which would be retained as part of potential overall package of services likely to benefit from commercial opportunities.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: This efficiency is based upon amalgamating various statutory and estates related functions together which will allow for increased income generation by delivering services to a wider range of customers therefore it is considered that no equality analysis is required.	

### 3.17 Miscellaneous Land and Property and Industrial Units Review Saving - £0.050m in 2016/17 and £0.050m in 2017/18)

A review of miscellaneous land and property and industrial units holdings, rents and leases will be undertaken to identify increased income opportunities and options for disposing of property that does not meet corporate priorities or provide an acceptable return.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: A review of holdings is currently being undertaken by CIPFA which will highlight where income opportunities exist in relation to miscellaneous land and property and industrial units. The saving will have no impact on protected characteristics therefore an equality analysis is not required.	

## Appendix 2 continued

### 3.18 Waste Disposal (Saving - £0.085m in 2016/17 and £0.311m in 2017/18)

The cost of waste disposal will be reduced by encouraging the public to cut the amount of waste they produce and divert as much as possible into the blue recycling bin. This approach will use secured external funding to deliver a planned programme of targeted incentives and marketing. Recycling will be included in the trade waste offer.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: This saving relates to an on-going campaign in which the public are encouraged to separate out more of their waste for recycling than they have been doing previously therefore no equality analysis is required.	

## Appendix 2 continued

### 3.19 Registrars (Saving - £0.050m in 2016/17 and £0.050m in 2017/18)

Fees will be reviewed and increased in line with regional trends projected to be around 5% per annum.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	✓
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
<p>Additional Comment:</p> <p>Registration Fees have been Equality Analysed and although any cost increases will impact on everyone who uses the service, it has been deemed that there is a neutral impact as it does not have a disproportionate impact on any of the protected characteristic groups.</p> <p>Many of the fees and charges levied by the Registration Service are statutory fees determined by central government legislation. Fees for birth, death, marriage and civil partnership certified copy certificates are set by statute. Other statutory fees include the notice of marriage / civil partnership fee and the statutory marriage / civil partnership fee for Register Office ceremonies. Many customers who use the Registration Service require a statutory service, and are therefore charged accordingly. The proposed increases are on fees that are optional to customers, i.e. non statutory for which the customer can chose not to take up the offer.</p>	

### 3.20 The Port (Saving - £0.100m in 2016/17 and £0.100m in 2017/18)

The Port of Sunderland will improve its trading position through a combination of reduced operating costs and increases in income primed by investments made in port infrastructure and preparing sites within the estate for development.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: The saving will be realised through improved trading at the Port therefore it is considered that no Equality Analysis is required as no protected characteristic groups will be affected.	



### 3.21 Street Lighting (No Saving in 2016/17 and £0.150m in 2017/18)

A programme of changing conventional lighting to LEDs in residential areas to reduce energy costs is programmed to start in 2015/16 and resulting savings are already accounted for. It is proposed to expand this approach to highways lighting in 2017/18, by which time it is judged that the cost of the technology for these large lamps will fall within the scope of capital invest to save.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	✓
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: The proposal is to replace approximately 48,000 lighting columns on highways with energy efficient LED lighting (22,000 for implementation on 2017/18) which will result in lower energy costs and lower carbon emissions. Residents and visitors to areas where the new lighting installed should be impacted upon positively as the new LED lighting actually provides a white light source with better night-time colour recognition and concentrates the light onto the road and footway where it is needed, with less light pollution into homes and gardens.	

### 3.22 Business Investment, including International Development (Saving - £0.196m in 2016/17 and £0.176m in 2017/18)

It is proposed that the revenue grants provided to SMEs be reduced on the following phased basis: 25% in 2016/17, 25% in 2017/18 and 50% in 2018/19 in order to remove the £0.238m budget allocation by April 2019. The proposal excludes any changes to the revenue software grants budget which is needed as match-funding to support an ERDF application to fund Sunderland Software City.

The phasing should allow most existing commitments to be maintained and implementation of the reductions will be managed carefully to minimise impact on the businesses community. Wherever possible, an attempt is made to support companies to access other sources of funding including national and European funding sources.

The proposed savings also take account of continuing the excellent performance of the Evolve Business Centre, and further development of occupancy rates at Software Centre, with assumed occupancy of 55% through 2016/17, 70% through 2017/18, 80% through 2018/19 and 90% through 2019/20.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	✓
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: The proposal relates to a reduction in the financial incentives scheme budget and the introduction of income targets at Evolve and the Software Centre. Equality Analysis has been undertaken in relation to the proposal and it is felt that there will be a neutral impact. We will continue to develop a more focused financial incentives offer, directed at stimulating growth and job creation in agreed priority sectors, including strengthening links to support city businesses in accessing other funding opportunities. We will also look at opportunities to identify appropriate external funding which can assist the Council in providing financial support to businesses. We will strengthen relationships with colleagues internally and externally to maximise the potential for all Sunderland residents to be able to take up job opportunities that are created.	

## Appendix 2 continued

### 3.23 Fleet (Saving - £0.150m in 2016/17 and £0.250m in 2017/18)

The Fleet and Transport review will continue to capture further efficiencies as the council reduces in size over the next 5 years. Fleet will work with other areas to maximise vehicle reductions as part of planned service reconfigurations.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: The Transport and Fleet Review proposes a continuation of the rationalisation of the number of vehicles the Council operates, by ensuring that excess vehicle capacity is eradicated. Fleet is a support service and any reduction in vehicles is generated by changes in service areas across the Council and it is at these points that service areas would consider the equality impacts of their proposals. Where directorates come up with specific proposals which could impact on service users or staff, these will be subject to a further Equality Analysis at the appropriate time.	

**4. Peoples (Adults) (Saving £7.418m 2016/17 and £10.345m 2017/18)**

**4.1 Full Year Impact of previous year's decisions (Saving - £0.553m 2016/17)**

As part of the 2015/16 budget proposals a number of proposals were agreed that delivered efficiencies over a longer period. These included the implementation of the LATC 2 Business Plan through service review.

**Equality Analysis**

<b>Equality Statement</b>	<b>Status</b>
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: Equality analysis has previously been undertaken	

#### 4.2 Adults Social Care – Older Persons (Cost £0.336m 2016/17 and Saving £0.289m 2017/18)

Support for Older People – An annual reduction of 4% in the use of residential care to reflect more appropriate accommodation and support independence and choice. This will be supported by extra investment and better targeting of accommodation in Extra Care as an alternative. In total a net saving of £1.464m by 2020 will be achieved.

##### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: The reduction in the use of residential will occur naturally as more service users are better supported within Extra Care. No existing residents of residential care homes will be required to move out of residential care as a result of this initiative and new customers will continue to be able to access residential care if this is agreed as being the best way to support their assessed care needs.	

## Appendix 2 continued

### 4.3 Support for Vulnerable Clients – Home Care (£0.447m saving 2016/17 and £0.424m saving 2017/18)

5% reduction in each of the next 2 years by working more flexibly with providers to commission support focused on outcomes as opposed to tasks.

Plans are in place to support them to work more flexibly in meeting client outcomes within a locality. This will include more discussion with clients as to how they would wish support to be delivered in meeting outcomes and needs and will allow providers to plan their support more effectively, thereby delivering savings on block contracts.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	✓
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: Plan is to re-model service offer but to still meet needs of eligible clients in line with the requirements of the Care Act.	

#### 4.4 Reablement at Home (£0.200 saving 2016/17)

Review and reduction of hourly rate paid to Sunderland Care and Support for delivery of this service.

There will be a review of how the current service is delivered including consideration of the outcomes achieved. The current cost of this service is higher than benchmark comparisons and higher than the cost for other services delivered by SCAS and this will be addressed.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
Additional Comment: Unit cost issue with contracted provider. No impact on service users	

#### 4.5 Community Equipment Service (Saving - £0.200m in 2016/17 and £0.200m in 2017/18)

A full review of the Equipment Service will be undertaken with the intention of providing a more effective and efficient service, particularly for smaller equipment. This will involve better signposting and opportunities to purchase equipment directly thereby removing delay caused by the need for an eligibility assessment.

##### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	✓
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment:  RPIW event planned for January to look at model of service. This may result in restrictions to certain items of equipment and moving to a retail model.	



## Appendix 2 continued

### 4.6 Adults with Learning Disabilities and Physical Disabilities – Support for those living in Residential Care and those receiving short breaks (Saving - £0.451m in 2016/17 and £0.292m in 2017/18)

Residential Provision currently registered as care homes will be de-registered. This will support the independence of residents and allow them to claim housing benefit to contribute to the rent costs of their accommodation.

Support for those receiving full-time residential care will be reviewed to ensure there is no duplication of provision.

Opportunities to reduce the average number of short break nights individuals living in the community receive will be considered as appropriate

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	✓
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: The changes relate mainly to services provided to people with learning disabilities.  The deregistrations programme is already underway and impact is positive.  Support will meet the equality requirements of the Care Act however it is recognised that there may be a negative impact on some individuals currently receiving services.	

#### 4.7 Adults with Learning Disabilities and Physical Disabilities - Review of Day Care opportunities (Saving - £1.500m in 2016/17 and £1.041m in 2017/18)

An increasing number of clients are seeking alternatives to building based day care and opportunities to increase the availability of such provision will be pursued. This will lead to a reduction in existing building based provision.

##### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	✓
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: The changes relate mainly to services provided to people with learning disabilities. Support will meet the equality requirements of the Care Act however it is recognised that there may be a negative impact on some individuals currently receiving services.	

#### 4.8 Adults with Learning Disabilities and Physical Disabilities – Sunderland Care and Support (Saving - £1.000m in 2016/17)

The unit costs of delivery for this client group are higher than for other client groups and those paid to some other providers locally and regionally. Opportunities to reduce the cost of this provision will be implemented.

##### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓
No Equality Analysis Required	
Additional Comment: Currently looking at staffing structures and unit costs to meet reduction targets within SCSL. Figures and plans will be updated following outcome of workforce transformation project.	

#### 4.9 Review of Staff Requirement in Adult Social Care – (No Saving 2016/17 and £0.250m in 2017/18)

Review of staffing structures and requirements in the light of reductions undertaken.

##### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓
No Equality Analysis Required	
Additional Comment:	

#### 4.10 Review of Grant Funding to VCS – (Saving - £0.200m in 2016/17)

All grant funding will be reviewed to ensure that those organisations receiving support are delivering a service which supports the achievement of agreed outcomes.

##### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	✓
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment:	
Scoping of review to start in January 2016.	

#### 4.11 All client groups - Demand Pressure to be contained within base budget (Saving - £1.991m in 2016/17 and £2.507m in 2017/18)

Financial planning takes account of demand pressures in Adult Social Care. This is estimated to require a budget increase of up to an additional £3m per annum. By implementing the proposed reductions, an element of this financial pressure will be absorbed.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	✓
<p>Additional Comment:</p> <p>Demand pressures will be managed through greater use of universal community support, provision of reablement support to maximise peoples independence, support to carers and ensuring appropriate levels of support for any on-going care needs.</p> <p>National equality analysis has been completed for the Care Act. Where local equality analysis is required, this will be undertaken as services are redesigned. All individuals with needs meeting the new Care Act eligibility criteria will continue to receive appropriate support.</p>	

#### 4.12 Culture and Activity – Development of a Cultural Offer for the City (Saving - £0.987m in 2016/17 and £2.598m in 2017/18)

The cultural offer which includes museums, arts, heritage and libraries as well as other activities will be combined to deliver efficiencies but retain the most appropriate offer for the City which can be offered in partnership with other organisations.

Currently the Council provides financial support to a range of organisations and the basis for and value received from, these arrangements varies and needs review. The review will seek to minimise any future contribution and maximise value from the arrangements, whilst recognising any legal and contractual arrangements.

The Active Sunderland Strategy is in place, and will link to the Leisure JV arrangements and opportunities to build on this approach. The role within the LA will consist of an “intelligent commissioner” with a limited increase in commissioning and contract management arrangements in order to deliver this reduction. External Funding will be sought to ensure continuation of certain activities.

With regard to Sunderland Museums pending consideration of future service delivery options, it is proposed that additional activity to reduce costs is implemented, including a review of opening times and charging for more exhibitions. Any change to delivery model including partnership working will be brought forward as appropriate.

Review of the Library service to reflect actual costs incurred pending further future efficiencies as part of the cultural offer.

The Empire Theatre receives a financial contribution from the Council with the current agreement until 2029 and discussions are progressing with ATG to remove the subsidy and deliver additional benefits.

#### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	✓
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	✓1
No Equality Analysis Required	
Additional Comment	
1 – some of the savings will come from staffing changes	

#### 4.13 Housing Related Support Review — (No Saving in 2016/17 and £2.539m in 2017/18)

A review will commence in 2016/17 with the intention to cease contracts from July 2017 recognising that a change in emphasis onto prevention as well as improving integrated approaches to working with vulnerable service users will need to continue.

##### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	✓
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment	

#### 4.14 Review of Specialist Advice Function — (Saving £0.225m in 2016/17 and £0.205m in 2017/18)

The review will include a reduction in first tier provision by increased self-serve and supported self-serve, a review of management and staffing across the service and move to an alternative delivery model.

##### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	✓
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment	
Review has now been scoped. EIA planned for January 2016	

**5 People (Children's) Proposals for Reductions (Saving £2.703m 2016/17 and £3.180m 2017/18)**

**5.1 Children Remaining with Families (Saving - £1.000m in 2016/17 and £0.317m in 2017/18)**

As part of the 2015/16 budget proposals a number of proposals were agreed that delivered efficiencies over a longer period. These include the move to more integrated delivery of support from Early Help to statutory intervention services continue to be progressed where appropriate, although the timescale has been delayed to allow a focus on improving child protection services.

Delivery will be linked to the Early Help Strategy that describes a tiered response to meeting need and sets out guidance on thresholds for access to the tiers of support. The proposal will take advantage of opportunities linked to commissioning of health visitor services. The new offer will commence from September 2017 at the latest. One-off funding of £1m from Troubled Families Grant is to be used in 2016/17.

**Equality Analysis**

<b>Equality Statement</b>	<b>Status</b>
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	✓
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
<b>Additional Comment:</b> A new model will mean a more streamlined delivery with continuous and seamless transfer between services which will have a positive impact on service users. The service will retain a range of support from universal delivery through to specialist support and will therefore be equally accessible to all for universal provision however some existing and future service users could be affected if, as expected, the service becomes more targeted to those with identified need.	



## 5.2 Looked After Strategy – Review and reduce the number of children in the care of the Local Authority (Saving - £1.427m in 2016/17 and £2.003m in 2017/18)

Plans are in place to review, develop and implement a more localised offer to respond to both the increases in older children and the number of external placements. A root and branch review will be carried out of our needs, the existing options that exist with an emphasis on developing a more local offer that meets the diverse needs that are presented. The review will involve engaging with staff and children and also looking at best practice elsewhere.

### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	✓
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: The review will develop and implement a more localised offer to respond to both the increases in older children and the number of external placements.	

**5.3 Services for Disabled children – Review of delivery and staffing  
(Saving - £0.150m in 2016/17 and £0.300m in 2017/18)**

Review short break support including transferring Sea View Road to the management of SCAS and explore the benefits of collaboration with key partners. Redesign current service offer and explore alternative delivery model alongside possible options for the wider children's services social care.

**Equality Analysis**

<b>Equality Statement</b>	<b>Status</b>
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	✓
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment:	

#### 5.4 Youth Provision – Review of provision and commissioned contracts (No Saving in 2016/17, £0.560m in 2017/18)

A full review of the Youth Offer commenced in 2015/16 seeking to take advantage of partnership opportunities and delivery by VCS and other organisations.

##### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	✓
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: Whilst the review will consider the fundamental questions of what outcomes we are seeking to achieve from youth delivery and determine the most appropriate way to achieve the outcomes, this particular efficiency impacts on existing delivery pending the review with reduced funding and required outcomes from current contracted delivery. There may be a risk to continued delivery by some organisations.	

## 5.5 Review of School Improvement Service – (Saving - £0.100m in 2016/17)

Review the service in light of the greater autonomy of schools and to broker effective partnerships between schools to effect school improvement. Income will be maximised through provision of training courses provided to schools and academies.

### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	✓
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment:	

## 5.6 Derwent Hill – Deliver Break-Even (Saving - £0.026m in 2016/17)

Review of delivery model, costs and maximisation of income opportunities to deliver at least a break-even position.

### Equality Analysis

Equality Statement	Status
Equality analysis is complete and a positive impact has been identified	
Equality analysis is planned and a positive impact is anticipated	
Equality analysis is complete and neutral impact has been identified	
Equality analysis is planned and a neutral impact is anticipated	✓
Equality analysis is complete and a negative impact has been identified	
Equality analysis is planned and a negative impact is anticipated	
Equality analysis is complete and both positive and negative impacts have been identified	
Equality analysis is planned and both positive and negative impacts are anticipated	
The saving is from staffing changes and therefore equality implications will be considered as part of Workforce Planning arrangements	
No Equality Analysis Required	
Additional Comment: Achieving a break even position through maximising income will not impact upon the accessibility of the service for children and young people	

## **EQUALITY AND THE BUDGET PROPOSALS**

### **1 Equality in Decision Making**

The Equality Act 2010 places a specific duty on Local Authorities through the Public Sector Equality Duty. The three aims of the equality duty are to:

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

Public authorities are required to give 'due regard' to the three aims of the duty when making decisions. Understanding the effect of decisions on people with different protected characteristics is an important part of complying with the general equality duty. Due regard means:

- consider the need to remove or minimise disadvantage or to meet particular needs
- think about how to encourage participation in public life
- tackle prejudice and promote understanding.

### **2 How equality analysis has fed into the budget-setting process**

- 2.1 Each Directorate has considered the equality impact of their proposals. Where it is timely and appropriate an Equality Analysis has been completed (the Council adopted approach to analyse and record equality impacts). The detail of the analysis is dependent on the nature of the proposal and its stage of development. For those proposals which are not sufficiently detailed to undertake a full Equality Analysis at the present time, an initial consideration of the impacts has been undertaken. In these cases further analysis will be carried out, when the proposals are further developed.

### **3 Consultation**

- 3.1 Consultation has included an online survey as well as a targeted event to which Community Spirit (the Residents' Panel), representatives of the Area Voluntary and Community Sector Networks, and city-wide Equality Forums were invited. The Equality Forums cover a range of protected characteristics including disability, sexuality, faith and belief, race and age.

### **4 Key Messages**

- 4.1 Individual proposals for additional savings are currently at different stages of equality analysis depending on the stage of the development of the proposal. The equality considerations can be summarised as follows:

- Equality Analysis, whether complete or at initial consideration, has identified or anticipated positive impacts.
- Equality Analysis, whether complete or at initial consideration, has identified or anticipated negative impacts. Where negative impacts are identified, it is the responsibility of the services to minimise these as far as possible. Some proposals have already identified possible ways to mitigate against potential impacts.
- No impacts have been identified or are anticipated.
- The proposal has potential employment impacts, or the saving will be partially made from staffing changes. Where there are impacts for the Council as an employer, equality considerations will be made as part of the Workforce Planning Project.
- No equality analysis is needed. This is generally where the proposal will have no impact on service users / employees or where the proposal is focused on income generation.

The summary of impacts as at publication date, by area, is outlined below. A further updated position will be reported to cabinet in February.

	Other Proposals	Central	Place and Economy	People - Adults	People – Children's
Positive impact identified or anticipated	0	0	1	0	1
Negative impact identified or anticipated	0	0	3	0	1
Neutral impact identified or anticipated Note 1	1	0	9	2	1
Both positive and negative impacts identified or anticipated Note 1	1	0	0	6	3
Employee implications	11	0	3	3	0
No Equality Analysis needed	5	5	12	4	0
	<b>18</b>	<b>5</b>	<b>28</b>	<b>15</b>	<b>6</b>

*Note 1: Where the current draft of the Equality Analysis does identify potential negative impacts, the services will be considering how these impacts can be mitigated as far as possible during the development of detailed proposals.*

*Note 2: The number of impacts is greater than the number of proposals due to more than one element within a proposal (e.g. a service review with staffing implications)*

4.2 A number of the proposals provide the opportunity for improving equality and diversity of provision, due to services being reviewed in line with demand management and application of the Customer Service and Access principles. These principles encourage greater understanding of customers and communities.

4.3 Where Equality Analysis is finalised, there will be a sampled quality assurance process to ensure the relevant considerations are being made in a thorough manner.

## **5 CONCLUSIONS**

- 5.1 The Council continues to seek to meet its obligations in relation to equality and diversity and has procedures in place at both a general and budget specific level to incorporate equality and diversity issues into decision making processes and the assessment of proposals.
- 5.2 Where analysis does highlight some equality implications, services and directorates will be responsible for assessing how these can be mitigated during the development of the detailed proposals. Where a proposal includes a review of services a full and/or updated version of equality analysis will be undertaken and presented to decision makers as proposals are shaped.



## APPENDIX 4

### Statement of General Balances

	£m
<b>Balances as at 31<sup>st</sup> March 2015</b>	<b>7.570</b>
<b>Use / Addition to Balances 2015/2016</b>	<b>0</b>
<b>Use of Balances 2015/2016</b>	
- Contribution to Revenue Budget	(8.812)
<b>Addition to Balances 2015/2016</b>	
- Transfer from Strategic Investment reserve to support the budget over the medium term	3.212
- Reserves Released to Support the Revenue Budget	5.600
<b>Estimated Balances 31<sup>st</sup> March 2016</b>	<b>7.570</b>
<b>Use of Balances 2016/2017</b>	
- Contribution to Revenue Budget	(8.940)
<b>Addition to Balances 2016/2017</b>	
- Transfer from Strategic Investment reserve to support the budget over the medium term	5.590
- Transfer from Safety Net Reserve to support the budget over the medium term	3.350
<b>Estimated Balances 31<sup>st</sup> March 2017</b>	<b>7.570</b>

The above position will be reviewed and updated and reported to Cabinet as part of the final budget proposals in February, 2016.

The above shows that balances will remain at £7.570m – One off resources will be used to support the budget over the medium term.

