

Subject:	Progress update on actions from BHCC budget EIAs		
Date of Meeting:	NICE Committee pre-meeting: 9 November 2017 NICE Committee: 27 November 2017		
Report of:	Executive Director of Neighbourhoods, Communities and Housing		
Contact Officer:	Name:	Sarah Tighe-Ford	Tel: 29-2301
	Email:	sarah.tighe-ford@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 Equality Impact Assessments (EIAs) are completed on all budget proposals with a potential impact on service-users and/or staff. EIAs identify negative impacts and subsequent mitigating actions to reduce or remove the impact and maximise positive outcomes.
- 1.2 In October 2016 the NCE Committee received the first report updating on progress on implementing mitigating actions and the effectiveness of these and agreed improvements to the reporting process.
- 1.3 This report describes the changed process for the 2017 review and notes progress made for the mitigating actions from the current year's budget proposals.
- 1.4 Given research indicating that BME (specifically Black) council staff nationally are more likely to be made redundant than White British staff, a review was also undertaken into the impact of Brighton & Hove City Council redundancies in relation to the legally protected characteristics, based on data from 2016-17 (the most recent full year of data). See section 3.6.

2. RECOMMENDATIONS:

- 2.1 That Committee notes the content of this report.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 Since 2011 the council has used a budget EIA process to assess all budget proposals with a potential impact on service-users and since 2014 on staff. The lead officer for each budget proposal is responsible for their EIA. Each budget EIA is reviewed and quality checked by the

Communities, Equality & Third Sector (CETS) Team. Services are given feedback on their EIA. All EIAs, including those carried out on budget proposals that affect staff, are part of elected members' consideration of the full budget each year. If budget proposals are accepted further equality assessment and consultation may be undertaken to shape their implementation.

- 3.2 Budget proposals are often likely to have a greater or more negative impact on some people because of their legally protected characteristics¹. Budget EIAs identify and quantify that impact as clearly as possible. They also define actions to reduce or remove as much of the negative impact as possible. Monitoring the implementation of these mitigating actions enables services to identify whether the proposed actions have been successful and to better understand the impacts across the city. It also helps services to define more effective interventions to reduce negative and maximise positive impacts in future EIAs. Finally it provides a corporate view of progress.
- 3.3 The mitigating actions from EIAs on 2015-16 budget proposals were monitored last year through the council's performance management system, Interplan.
- 3.4 This year, following a review of the first year with the Performance Team, updates were requested directly from responsible managers, rather than through Interplan. This was to focus Interplan reporting more tightly and effectively and also enabled a more flexible approach, where further detail could be requested. The full list of updates is available in Appendix 1.
- 3.5 Examples of good practice in reporting:

3.5.1 Directorate: Economy, Environment and Culture - Parking & Network Operations: blue badge fraud investigator.

What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
<p>Officers will work to ensure any increase in fees will avoid negative impacts as much as possible. Fee increases are being targeted at areas where parking is at capacity to help provide drivers with better access to currently congested areas. Surplus parking income is mainly spent on providing free bus passes for elderly and disabled people. If we remove the 50% discount for suspensions which applies after 8 weeks as proposed in</p>	<p>Officers have worked hard to ensure that that the increase in fees avoided negative impacts. In fact by increasing costs in some areas such as Brunswick & Adelaide this allowed more opportunities to visitors in the area such as for the elderly, disabled people or the vulnerable parking late at night.</p> <p>The additional income is used towards providing free parking for elderly and disabled people while we have introduced a 50% discount for community organised events of less than 15,000 which has meant benefits to all groups in</p>

¹ Characteristics protected in the Equality Act are: age, disability, ethnicity, gender reassignment, marriage and civil partnership, pregnancy/maternity, religion/belief, sex/gender, and sexual orientation.

<p>the fees and charges report, the saving generated could be used to introduce a 50% discount for community organised events of an estimated attendance of less than 15,000.</p> <p>Continue with Blue Badge fraud investigation work to protect disabled/accessible bays from misuse.</p>	<p>society.</p> <p>We have also continued to increase investigations into blue badge fraud using additional income for an extra investigator to protect disabled / accessible bays for misuse.</p> <p>Overall the savings have seen less negative impacts and more benefits to certain groups in society.</p>
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3.5.2 Directorate: Finance & Resources - Revenues and Benefits – council tax reduction

What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
<p>If these possible changes are adopted into the CTR scheme the Revenues and Benefits service will:</p> <ul style="list-style-type: none"> • Ensure the provision of clear communications about the change so people have time to prepare. including specifically targeted and tailored information. • Continue to provide a discretionary fund. • Ensure there is availability of advice within the city • Ensure staff and advice services are skilled to advise people on the other statutory council tax discounts customers may be entitled to 	<p>£49,000 of CTR has been awarded as at July 2017 and 30 additional 100% discounts for severe mental impairment have been awarded in the first quarter.</p> <p>The welfare reform project team are working at strengthening the advice and support provision in the city in preparation for Universal Credit.</p> <p>Sample work on council tax collection has not identified any specific area of concern in relation to CTR changes although the level of collection is behind target.</p>

3.5.3 Directorate: Families Children & Learning Directorate - Early Help, Integrated Team for Families and Parenting Services (ITFPS), Early Help Hub

What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
<ol style="list-style-type: none"> 1. To redesign early help services to deliver the most effective interventions. 2. To take account of the impact on protected groups as part of the re-design process. 3. To introduce one front door bringing together the Multi-Agency Safeguarding Hub and the Early 	<p>The savings for the Integrated Team for Families were reduced by £40,000 giving a revised total saving of £440,000.</p> <p>Early Help Hub and Integrated Team for Families Services were restructured to reduce the number of staff to take account of the reduction in funding.</p>

<p>Help Hub to enhance and simplify a family's journey through services.</p> <ol style="list-style-type: none"> 4. Reducing systems and processes to a minimum and introducing one assessment framework across social work and early help services 5. To promote a council and citywide whole family approach. 6. Making the most of digital platforms to provide information to families and practitioners 7. To ensure that children and young people can access the new Emotional and Mental Health well-being service including single point of access for referrals and on-line counselling being developed. 	<p>Work is prioritised by a multi-agency Weekly Allocation Meeting which agrees which service can best meet the needs of each family. Work is now being recorded on the Care First IT system which will improve the monitoring of the impact on protected groups.</p> <p>The Front Door for Families was launched in May 2017 bringing together the MASH and the Early Help Hub, alongside the Family Information Service to create a single point of contact for early help and safeguarding referrals.</p> <p>Social Work and the Integrated Team for Families are now using the same Strengthening Families Assessment and Planning tool.</p> <p>Family Children and Learning is undertaking an assessment of Early Help and the whole family approach in the autumn of 2017. The assessment is a requirement for the Troubled Families programme which funds family coaching and parenting support in the City. The assessment will be used to inform the refresh of the city's Early Help Strategy</p> <p>The Digital First team are supporting the Front Door for Families to ensure that information for families and practitioners is up to date and accessible.</p> <p>The newly commissioned all age Community Wellbeing Service provided by HERE in collaboration with Specialist CAMHS, MIND and YMCA Brighton and Hove started to receive referrals in June 2017. Work is underway between services to seek to ensure that families experience straightforward pathways to services and that the right children are receiving the right support at the right time.</p>
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3.5.4 Directorate: Health & Adult Social Care - Physical Disability and sensory loss - Mental Health services

<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p>	<p style="text-align: center;">UPDATE 2017</p>
<p>Commissioners will work with providers to prioritise assignment of resources, to ensure that the additional focus on</p>	<p>An asset based approach remains embedded within our mandatory training programme and the impact is monitored in the current funding</p>

<p>identified groups can continue. Increased focus on joint commissioning with Health.</p> <p>A new asset based approach will be implemented to help develop a new conversation with the public. This is fundamental to a radical rethink about how people, friends and families as well as communities can help people to remain independent.</p> <p>We will work closely with internal and external partners to ensure high quality efficient services which are evidence based, for instance working with Sussex Partnership Foundation Trust and the CCG around dementia pathways.</p> <p>The ongoing integration agenda with health gives opportunities to reduce duplication and work in a more joined up way to proactively identify those people who may be at risk of going into hospital or residential care.</p> <p>Technology must be available for people to be supported remotely and in a modern way.</p> <p>A new reviewing framework will invite our partners to join us in reviewing people in a timely way and is intended to release care capacity and target those most in need.</p>	<p>panels / reflected within our Scheme of Delegation</p> <p>District social work teams are now developed to pave the way for strengthening connections to primary care and communities (this is the start of a long process)</p> <p>Development of the Spend Tracker and how panels will use the data from this to develop trend analysis and inform a better understanding of key pressure areas</p> <p>Development of Brooke Mead – opening in autumn</p> <p>Revised Scheme of Delegation will support a more flexible approach to the use of CCB</p> <p>Trusted assessors</p> <p>Continued development of Home First should have a significant impact upon CCB due to flexible nature of service and rapid review. Additional investment in the Community Care Budget from the Improved Better Care fund means minimal impact on service-users.</p>
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3.5.5 Directorate: Health & Adult Social Care - Sexual Health

What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
<p>Service re-design to ensure the most efficient and cost effective services that are targeted towards those most at risk of sexual ill health, or have the greatest HIV-related need, are delivered within available budget.</p> <p>Commissioners will work with providers to prioritise assignment of resources to</p>	<p>The savings target was achieved through the re-procurement of HIV prevention and social care services and completed the staged withdrawal of funding for generic LGBT counselling.</p> <p>The service re-design prioritised the use of the most effective and efficient ways of working, e.g. using on-line infrastructure which has been very effective.</p>

those at greatest need	<p>HIV diagnoses have reduced as have rates of some sexually transmitted infections.</p> <p>The service continues to perform well and the City has received additional benefit from joining the UNAIDS HIV fast track cities programme to eradicate HIV as a public health threat.</p>
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3.5.6 Directorate: Neighbourhoods, Communities & Housing - Housing (HRA) – door entry systems

What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
<p>Communications sent in a range of formats to tenants about the proposed new charge. Continued communication with residents through Homing In, housing pages on the council’s website, City Assembly, Tenant Associations, Tenant Disability Network and direct contact with affected tenants.</p> <p>Officers are aware of the local Money Works service, and are able to direct people to the website, or advise on other ways they can access the service if they are not on the internet.</p> <p>We will conduct further analysis of the people not on Housing Benefit to look at their likely eligibility to claim benefits. Contacts are made with tenants who we know are vulnerable, and they would be prioritised for action.</p>	<p>Communications were sent to all affected tenants.</p> <p>Vulnerable tenants were additionally contacted as part of our Your Rent Matters campaign – and while over 120 were offered specific support there were none that were specifically in relation to this service charge.</p> <p>Housing Income Management Team automatically supported any tenants who fell into arrears for any reason. There are no known impacts of any hardship arising from this new service charge.</p>

3.5.7 Directorate: Strategy, Legal & Governance - Life Events – bereavement and registration services

What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017

Some of the proposals are around marketing of products in sensitive service areas. Training needs to reflect the need for inclusive services that do not disproportionately affect customers.

Bereavement Services continues to provide free burials and cremations for children up to 16 years of age – this is not affected by any of the proposals.

All customers need to be made aware for the statutory fees and have the opportunity to consider this as an option. Training need to make sure staff are committed to ensuring customers can afford the services they purchase from us.

Religion/belief: Whilst the first option for a Welfare Funeral will always be to offer a cremation, the service would look to do its best to take account of other religious beliefs or faith requirements. Where there is evidence or a specific request that a burial is more appropriate, the service would accommodate this under existing arrangements and in any proposed new working arrangements.

Welfare Funerals;

Work is ongoing within the team and with Finance colleagues to review the Welfare Funerals function. A recent extension of the services welfare funerals contract has been established with a local Funeral Director.

There remains continued ongoing dialogue with Finance colleagues, to ensure maximisation of income for any Welfare Funerals undertaken by the service. None of the work to review the Welfare Funerals function will have adverse effects on any protected groups.

Coroners Transfer Service (CTS)

The service redesign has not introduced changes to the way the CTS is currently delivered. A review will be carried out once the new service redesign is embedded, and closer working relationships with local funeral directors may well influence the direction the service chooses to go in. As above with Welfare Funerals though, there is no impact on service provision.

Memorialisation

The service redesign allows more opportunity for customer engagement to establish what products are sought after in the bereavement world. As well as established working relationships with local funeral directors, we aim to explore how other LA Bereavement Services work, as well as establishing an ongoing dialogue with the Institute of Cemeteries and Crematorium Management (ICCM) and work towards an ICCM accreditation for our provision of service.

Registration Service – Review of fees and charges.

The Registration Service will continue to review its fees and charges for non-statutory services regularly, and increase them by inflation each year as a minimum. Statutory fees and charges remain outside of the LAs control, and protect those in financial hardship.

3.6 Redundancies – Overview of 2016-17 data (most recent full year)

3.6.1 During 2016/17, 126 employees were recorded as leaving the council's employment on the grounds of redundancy. The majority of these were in Health & Adult Social Care (32.54%) and Families, Children & Learning

(30.95%). The majority of all redundancies involved employees occupying part-time posts within the lowest grade band (Scale 1-6).

- 3.6.2 Approximately 90% of the redundant employees were White British. This is higher than might be expected given this group's level of representation within the workforce (84.55%). In contrast, the percentage of BME and White Other employees who left on the grounds of redundancy (both 4.31%) was lower than their respective levels of representation within the workforce (6.72% and 6.48%). It may be viewed as encouraging that fewer BME staff than might have been expected were made redundant in the 2016-17 process.
- 3.6.3 A markedly higher proportion of redundancies than might be expected given the composition of the workforce involved female employees (69.84% compared with 59.47%) as well as those who identified as heterosexual (94.81% compared with 88.08%) or who were disabled (17.43% compared with 7.47%).
- 3.6.4 In relation to gender, the largest numbers of staff affected were in HASC and FCL (as noted in 3.6.1). Both directorates have a significantly higher percentage of women staff than other areas of the council (approx. 73% and 77% respectively). In addition, 57.1% of redundancies were part-time staff and approx. 80% of part-time workers are female.
- 3.6.5 In relation to sexual orientation, the total number of redundant individuals defining as LGB or T was 7, with 25% of data unknown. The very small number involved means that meaningful analysis is not possible.
- 3.6.6 In relation to disability, a relatively small number of individuals (19) identified as being disabled and half were aged 55 or over which meant they were eligible for Voluntary Severance. 20% of those made redundant were aged over 60 years.
- 3.6.7 As might be expected, the majority of the redundancies during 2016/17 involved employees aged 55 or over (53.17%). This is more than double this group's level of representation in the workforce (24.4%). Approximately 91% of these individuals had more than 10 years' service. Voluntary redundancy for these employees is likely to have been an attractive option as they would not only have accrued a reasonable redundancy payment but they would also have been able to access their occupational pension when their employment ended.
- 3.7 The report provides evidence across most services that mitigating actions have been or are being completed. It also demonstrates that reductions in staffing have not been having detrimental impacts on the council's workforce diversity targets.
- 3.8 Each year the budget EIA process itself is also reviewed to ensure that EIAs are completed consistently and with similar amounts of detail (proportionate to the potential impacts and vulnerability of the people affected) and are not over-burdensome. This ensures that the council can

evidence that in its budget-setting process it has paid due regard to its legal duties under the Equality Act 2010.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Understanding the impacts of budget proposals and decisions on people in relation to their protected characteristics is a legal duty for the council, under the Equality Act 2010. The monitoring described in this report increases service level and corporate level understanding of impacts and enables the council to better demonstrate compliance with the Act.
- 4.2 No alternative options have been identified, but the Communities, Equality & Third Sector Team continues to work with the Performance, Legal and Finance Teams to review the process of equality assessment in the budget process and to identify improvements.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 All EIAs are public documents and budget EIAs are all published along with the other budget papers. Services often run specific budget consultations and/or refer in EIAs to the findings of engagement processes.

6. CONCLUSION

- 6.1 Monitoring implementation of planned mitigating actions enables the council to demonstrate that actions are being completed and that anticipated negative impacts are being avoided or reduced. It increases the transparency of the budget process and provides assurance that services are fulfilling their duties under the Equality Act.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 There are no direct financial implications arising from the recommendation made in this report. Progress against 2017/18 savings proposals is monitored and reported as part of the Targeted Budget Management (TBM) process to Policy, Resources and Growth Committee.

Finance Officer Consulted: Mike Bentley

Date: 31/10/17

Legal Implications:

The monitoring reported here is (as described in para 4.1 above) a key part of the Council's meeting its responsibilities under section 149 of the Equality Act 2010 to have due regard to the need to eliminate unlawful discrimination and to advance equality of opportunity as well as to foster good relations between people who share a protected characteristic and those who do not.

Lawyer Consulted:

Victoria Simpson

Date: 24/10/17

Equalities Implications:

- 7.2 All the equality implications are directly explained within this report, since the purpose of this performance management is to improve and demonstrate compliance with equality legislation and to reduce disadvantage.

Sustainability Implications:

- 7.3 Understanding of the potential impacts of budget decisions on different people and assurance that identified actions to mitigate negative impacts are being completed make for better budget decisions that are less likely to be challenged and for greater public confidence in the process.

Any Other Significant Implications:

- 7.4 None

SUPPORTING DOCUMENTATION

Appendices:

1. 2016-17 Budget EIA Action Progress Report

Documents in Members' Rooms

1. 2016-17 Budget EIA Action Progress Report

Background Documents

None