

SLOUGH BC - Equality Impact Assessment (Budget 2022/23)

1 Overview

- 1.1 This appendix describes the most significant equality pressures confronting each main service area, informed by an equality analysis. It highlights the effect of policy and governance changes; an overview of positive and neutral impacts; and a service impact overview. These outcomes are based upon spending decisions taken during the last two years and changes resulting from the 2022/23 budget. The analysis also highlights a number of cumulative impacts that may arise resulting from the 2022/23 budget.
- 1.2 It is important to note that the budget is the financial expression of the strategic plan and our operational intent, and where known, the equality impact of change is disclosed. There are also a number of individual decisions that will arise over the period of the 2022/23 budget and these will continue to be the subject of specific and more detailed equality impact assessments in line with the Council's Equality Impact Assessment (EIA) guidance. Political decisions will only be taken once effective and meaningful engagement has taken place on a need-by-need basis.
- 1.3 In making this decision we must have regard to the Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010, i.e. have due regard to the need to:
 - a) Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
 - b) Advance equality of opportunity between people who share a protected characteristic and those who do not;
 - c) Foster good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
- 1.4 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. In addition, marital status is a relevant protected characteristic for 1.3(a)
- 1.5 The PSED is a relevant factor in making this decision but does not impose a duty to achieve the outcomes in s149. It is only one factor that needs to be considered and may be balanced against other relevant factors.
- 1.6 Part of the equalities governance is to ensure that equality impact assessments are undertaken when considering new and/or revised policies to inform and underpin good decision-making processes. This also helps us pay due regard to our equality obligations.
- 1.7 The Equality Act also says that public bodies must pay 'due regard' to equality. This means that we must:
 - move or minimise disadvantages suffered by people due to their protected characteristics;

- take steps to meet the needs of people from protected groups where these are different from the needs of other people.

2. Identified high level cumulative equality impact

- 2.1 At this stage, it is not possible to fully measure the impact of the proposals on those people who have protected characteristics under the Equality Act 2010, or how the geographic spread of budget proposals will be felt across all areas of Slough.
- 2.2 However, our preliminary equality impact analysis of the planned activity and budget proposals for 2022/23 indicates that the council is focused on making a wide range of changes during 2022/23 in order to balance its budget and whilst the majority of identified savings through efficiencies are linked to internal systems and processes there are others that impact our external partners and neighbours.
- 2.3 Key impacts from this initial analysis across the portfolios are outlined from section 5 below.

3. Mitigating actions – our principles

- 3.1 **Monitoring of impact:** Services must ensure ongoing equalities monitoring of the Impact of service changes, to identify trends in disproportionate or unanticipated impact at an early stage to address them. This reporting should be monitored Council-wide at senior levels within the Council in order to identify cumulative impacts and mitigating actions. Consideration should be given to working with other partners in this monitoring and evaluation where appropriate.
- 3.2 **Informing decision-making:** The findings of this monitoring should be used to inform the budget-setting process year on year.
- 3.3 **Equality Impact Assessments:** As the budget proposals are developed, individual Equality impact assessments will be undertaken. This will include an assessment of who is likely to be impacted by the changes, whether they are considered to have 'protected characteristics' under the Equality Act 2010 and if they are, what mitigation activity is proposed to ensure that they will not be disproportionately affected. These will all be reviewed to provide an assessment of the cumulative impact of the budget decisions.
- 3.4 **Targeting based on need:** Resources and services should clearly identify specific needs of different groups at an early stage in order to be most effective and meet needs at first contact wherever possible e.g. through consultation.
- 3.5 **Gaps in monitoring:** Where gaps in monitoring have been identified during the equality impact assessment process, steps should be taken to fill these in the forthcoming year. This will enable better modelling of potential impacts and assessments in future.

4. Identified Positive Impacts

- 4.1 The Council is fully committed to addressing the challenges facing communities and supporting residents to live better lives. The Recovery and Improvement plan 2022/23 will set out how services will respond to and plan for these challenges with a key focus on tackling inequalities across the Borough. This commitment to equality and inclusion is shared by partners and will be firmly rooted in the long-term vision for

Slough. The vision is currently being re-visited, with the Commissioners, in the light of the challenging circumstances in which the Council finds itself.

- 4.2 However once established it is expected that the Recovery and Improvement Plan will restate the Council's commitments to improve the life chances and experiences for Slough residents.
- 4.2 The Recovery and Improvement Plan and the Budget for 2022/23 gives effect to this in the following ways:
- By ensuring that the savings are balanced across service areas whilst recognising all service areas will need to contribute including those targeted at the most vulnerable
 - By driving savings through the delivery of efficiencies and through the reform of services to improve outcomes and make them more cost effective
 - By continuing to invest in services and activities that will reduce inequalities and support better lives for residents
 - By being realistic about what is affordable and can be achieved within a significantly reduced resource base

5. Policy and Governance Context

- 5.1 The proposed social care precept may adversely impact some residents of Slough; however, residents on the lowest incomes will remain eligible for support with their bills via the local council tax support scheme. The increase proposed relates to a specific social care precept that will be ring-fenced for adult social care. This should positively impact on vulnerable adults within Slough by helping to protect and improve social care services.
- 5.2 The localisation of council tax benefit (introducing new payees to council tax as a result of national policy changes) was implemented in 2013/14 alongside a scheme for hardship and investment in collection initiatives including provision of debt and welfare support. Over this time, the Council has sustained collection rates against this backdrop, ensuring no negative impact on other council taxpayers. However, during the COVID-19 pandemic we have seen a reduction in collection rates. Our budget proposes continuation of the investment into collection activities for 2022/23.
- 5.3 We have invested in a team within the Finance and Operations Directorate to tackle council tax fraud across the borough. The programme:
- ensures those entitled to discounts or exemptions on their council tax are receiving the right support;
 - has introduced extensive regular reviews to ensure the levels of benefits people receive are correct;
 - encourages people to notify councils if their circumstances change, and the consequences of not doing so, to enable councils to take swift and appropriate action against people fraudulently claiming council tax benefit.

- 5.4 The budget will be discharged against a background of continuing intense pressure across the health and care system in Slough and more widely in Berkshire, particularly in light of the ongoing Covid-19 pandemic.
- 5.5 With the impact of the COVID-19 pandemic impacting household incomes, there has been an increase in the number of claims for the local council tax support schemes. In 2022/23, the Government allocated a grant to allow households in receipt of local council tax support to receive a further £150 reduction to their bill. In 2022/23, an un-ringfenced grant has been allocated and we will be working across the borough to identify how this can be best used in a targeted manner to help those households hardest hit. At the time of setting the budget for 2022/23 the pressures on local people and their household budgets are becoming greater than ever before with significant pressures on energy, fuel and day-to-day living costs impacting the most vulnerable within the borough. We will aim to respond to these challenges with support for our residents during 2022/23 as opportunities arise.

6. Portfolio Impacts Overview

People (Children)

- 6.1 The portfolio has identified budget savings proposals of £1.1m for 2022/23.
- 6.2 Of the £1.1m savings identified the service has completed an initial assessment of the equality impacts for all savings areas and determined that none of the proposals will have a negative impact from an equalities point of view. A number of positive impacts have been identified for specific groups and these will be monitored during the development of all proposals.
- 6.3 In order to ensure that the Council pays due regard to the PSED, individual equality impact assessments will continue to be undertaken as proposals are developed in order to ensure there are mitigating actions, where possible, to minimise any adverse impact on children, young people and their families. A high-level summary of each proposal is shown in Appendix A.

Slough Children First Company Contract

- 6.4 The Company has identified budget savings proposals of £4.726m in 2022/23. The Company vision is that every child in Slough should be 'Safe, Secure and Successful'. To help achieve this, our mission is we should all be constantly working together to improve the lives of children and young people by protecting, supporting, and enabling them to thrive.

The company is reviewing the possibility of making savings on placement contracts for 16 to 25 year olds who require support from Slough Children First and for those young people who enter into care aged 15 – 17 years old. This is to be achieved via block contracts for all cohorts, which will enable improved outcomes, improved operational management of referrals, and deliver quality, cost efficient support which meets statutory duties whilst promoting independence and resilience. An anticipated first year savings of £268k is expected with no impact on quality.

- 6.5 The Company is also looking to develop a more cost-effective staffing model by reducing the reliance on agency workers, reducing the agency budget and developing a permanent workforce through permanent recruitment to established posts.

- 6.6 Under the Placement Strategy the Council is seeking to place children in care within a family setting where possible, realising an in year saving of £568,000 by 2024/25 through the Council's fostering programme.
- 6.7 In order to ensure that the Council pays due regard to the PSED, individual equality impact assessments will continue to be undertaken as proposals are developed in order to ensure there are mitigating actions, where possible, to minimise any adverse impact on children, young people and their families. A high-level summary of each proposal is shown in Appendix A.

People (Adults)

- 6.8 The portfolio has identified budget savings proposals of £5.9m for 2022/23.
- The priority is to operate sustainably while fully meeting our legal obligations and in so doing ensure adults, carers and families have access to the information, advice and tools they need to enable them to live ordinary lives, safely and independently, for as long as possible.
- 6.9 A case has been put forward to generate additional income from the Better Care Fund of £743,531 for 2021/22, and £446,280 from 2023/24 as recurrent funding. The BCF (Better Care Fund) is intended to benefit our most vulnerable population groups from joined up integrated care – primary, community, acute or social care. Responding to the impact of COVID has increased demand in social care, and changes in process with regards to hospital discharges and suspension of some routine activities. To return to business as usual and to implement refined processes the following areas of activities will be funded via Better Care Fund
- 1) Hospital Social Work Team – in line with the BCF workstream relating to discharge to assess – recurrent funding
 - 2) Increased investment in voluntary sector – to address isolation and provide a one Slough voluntary sector response - one off funding
 - 3) Virtual review team one off funding to review social care cases to promote independence and ensure statutory compliance.
- 6.10 The main areas that will see changes as a result of our budget proposals are set out in the following paragraphs.
- a) **Learning Disability** – The Council aims to support individuals with learning disabilities and/or autism to ensure their needs are being met and to enable them to achieve their outcomes and life aspirations.
 - b) **Mental Health** – We are undertaking a review of our partnership arrangements and a new partnership agreement with our provider has been put in place to support the delivery of the outcomes of this review as they emerge. The intention is to ensure that we provide effective support for adults in the most efficient manner possible.
 - c) **Older People** – we continue to review the critical pathways that support adults going into and leaving hospital. The objective is to ensure that the adult is offered the most appropriate support for them, with an emphasis on people being enabled to return home where this is possible, with support to regain as much

independence as possible. It is anticipated that this approach will enable us to both fully meet the needs of adults and generate efficiencies in 2022/23 and pave the way for a more sustainable operating model in future years.

- d) **All care groups** - In addition to the work set out above we will continue to work with our market to develop new models for meeting need, for example through the development of providers to enable adults with Direct Payments to have more choice over how they use them. In parallel we will develop the infrastructure required to support this new approach.

- 6.11 In order to ensure that the Council pays due regard to the PSED, individual equality impact assessments will be undertaken in order to ensure there are mitigating actions, where possible, to minimise any adverse impact on citizens accessing Adult Services. A high-level summary of each proposal is shown in Appendix A.

Place and Community

- 6.12 The portfolio has identified budget savings proposals of £7.453m in 2022/23, the majority of which relate to efficiencies following lean reviews, support service redesign and efficiencies across the technology estate. These changes are not expected to impact on the level of service provided to residents. Individual equality impact assessments will be undertaken where necessary.
- 6.13 Budget proposals of £7.453m have been identified for the 2022/23 financial year. These are categorised into the 4 main areas outlined below:
 - a) Staff re-structuring across the various parts of the service has proposals totalling over £3m. Benefits will be achieved through seeking continuous improvements, economies of scale and different ways of delivering services more efficiently.
 - b) Improved contract management of a range of services including Leisure and various maintenance contracts to deliver savings of over £1.25m.
 - c) Significant income generating opportunities are being targeted including the renting of parts of Observatory House, digital advertising and from various investments. These activities are expected to recoup in excess of £2m.
 - d) Other savings will be made from more efficient ways of working across the whole range of activities within the department.

- 6.14 In order to ensure that the Council pays due regard to the PSED, individual equality impact assessments will be undertaken in order to ensure there are mitigating actions, where possible, to minimise any adverse impact. A high-level summary of each proposal is shown in Appendix A.

Corporate Operations

- 6.15 The portfolio has identified budget savings proposals of £2.823m in 2022/23, these relate to a number of efficiency savings across support services. These changes are not expected to impact on the level of service provided to residents.
- 6.16 It is not considered that savings proposals will have an adverse impact on persons who share any relevant protected characteristic. However, an equality impact assessment has been completed as part of the governance and decision making for

each individual project. The outcomes from these will be reviewed as the proposals develop during 2022/23 and any subsequent changes made should they be required. A high-level summary of each proposal is shown in Annex A.

Other Operating Costs – Capital

- 6.17 The Council's financial position requires total borrowing to be reduced, therefore the strategy is to minimise the extent to which capital schemes require additional new borrowing. Consequently, 35 projects previously in the capital programme, which would have incurred £24m of additional borrowing have been removed. It is not considered that savings proposals will have an adverse impact on persons who share any relevant protected characteristic.

ANNEX A

ANALYSIS OF EQUALITY IMPACT ASSESSMENTS BUDGET 2022 /23

PEOPLE (Children)

Proposal	Groups positively impacted	Groups negatively impacted	Mitigations
Reduction of costs in home to school transport through the implementation of route efficiencies and ensuring robust application of statutory policy.	None identified at this stage	None identified at this stage	N/A
Development of five family hubs to serve the geographical areas of Slough and re-designate the remaining five centres for the provision of early years education and childcare delivered by private, voluntary and independent sector providers.	The formation of locality based family hubs will have a positive impact on the communities of Slough by enhancing the current offer as part of a 0-19 development.	None identified at this stage	N/A
Reduction in supplies and services budgets across the early years' service and across Children & Families except Children's Centres.	None identified at this stage	None identified at this stage	N/A

Slough Children First

Proposal	Groups positively impacted	Groups negatively impacted	Mitigations
<p>To drive a more cost effective staffing model by reducing the reliance on agency workers, reducing the agency budget and developing a permanent workforce through permanent recruitment to established posts, delivering a further £236k of savings from 22/23.</p>	None identified at this stage	None identified at this stage	N/A
<p>To reduce mileage spend claimed by staff travelling for work related journeys and increase access to the electric pool car fleet which will benefit the local environment. Target saving £13k.</p>	None identified at this stage	None identified at this stage	N/A
<p>SCF developed a pilot scheme with a local provider to provide a more supportive provision which is local, more cost effective and meets the therapeutic needs of young people vulnerable to exploitation.</p> <p>2 young people have moved into the accommodation, which is expected to deliver £262k of saving in 2021/22, with the full year effect in 2022/23.</p>	None identified at this stage	None identified at this stage	N/A
<p>To drive recruitment of foster carers in Slough to deliver a more cost-effective model of meeting demand on placements for looked after children.</p> <p>The plan is to recruit 8 new households by March 22, growing further in 2022/23 to 14 which will save up to £568k by 2024/2025.</p>	None identified at this stage	None identified at this stage	N/A
<p>To drive efficiencies in placement costs and other packages of care in three areas:</p> <p>a) work in partnership with a provider to develop a model to meet Slough's needs and avoid higher cost spot rate placements elsewhere.</p> <p>b) commission specific provision for our increasing numbers of Unaccompanied Asylum Seeking Children (UASCs), recognising a differential in the type of support needed.</p> <p>c) Develop greater planned activity for placement finding. Increasing capacity within the placement function to avoid emergency same</p>	None identified at this stage	None identified at this stage	N/A

Proposal	Groups positively impacted	Groups negatively impacted	Mitigations
<p>day placements which are known to cost more.</p> <p>Expected savings in 22/23 of £80k.</p>			
<p>A proposed reduction of £4k per financial year in S17 financial support to families through the provision of more focused work with families from early help.</p>	None identified at this stage	None identified at this stage	N/A
<p>To reduce overheads in printing and postage by £16k by moving to a more digital platform.</p>	None identified at this stage	None identified at this stage	N/A
<p>To reduce the unit cost of accommodation for 16 to 25 year olds who require support from Slough Children First and for those young people who enter into care aged 15 – 17 years old by purchasing through block contracts.</p> <p>There are opportunities to reduce current spend by £265k in year one.</p>	None identified at this stage	None identified at this stage	N/A

People (Adults)

Proposal	Groups positively impacted	Groups negatively impacted	Mitigations
<p>Increase the income from the Better Care Fund (BCF) contribution for Adult Social Care Activity in particular the voluntary sector, the hospital social work team and the virtual review team.</p> <p>The income is assumed on the basis of moving from agency to permanent recruitment, time limited contributions from the BCF for projects and recurrent funding for key BCF related activity.</p> <p>A case has been put forward to generate additional income of £446k from 2023/24 as recurrent funding.</p>	None identified at this stage	None identified at this stage	N/A
<p>To consider the potential for implementing the re-assessment and completion of decision support tools to convert social care clients to health funded for every eligible client under CHC Framework, National Assistance Act (1948) and subsequently the Care Act (2014).</p>	Awareness of the protected characteristics is an important part of Social Work practice however these factors will not influence the determination of eligibility for Continuing Health Care Funding.	The CHC Framework needs to be adhered to via accurate completion of the Decision Support Tool. There are no anticipated negative impacts of this workstream on the grounds of protected characteristic.	N/A

Proposal	Groups positively impacted	Groups negatively impacted	Mitigations
<p>This will mean that a group of people with complex needs will be funded by the NHS rather than SBC and they will not be assessed to make a financial contribution towards the cost of care.</p> <p>Estimated savings of £250k per annum.</p>			
<p>Recouping of unspent funds above contingency and planned future spend in Direct Payment Recipient Accounts and Pre-payment cards.</p>	<p>No impact as no change in practice.</p>	<p>No impact as no change in practice.</p>	<p>N/A</p>
<p>Providing alternatives to existing, in-house Provider Services for Adult Social Care.</p>	<p>Opportunity to personalise support offer and focus on better outcomes for Older People; better outcomes for People with Learning Disability; and to reduce disability discrimination and increase accessibility.</p> <p>Opportunity to access a wider range of support that meets individual needs.</p> <p>Increased opportunity for people of different faiths to come together.</p> <p>Increased opportunity for people of different ethnicities to come together.</p>	<p>Some older service users who have used a Council Services for a number of years may not want change.</p> <p>Risk of less opportunity for people of the same age to come together and share experiences.</p> <p>Risk of less opportunity for people with disabilities to come together and share experiences.</p> <p>Risk that a lack of accessible community facilities, disability discrimination and stigma will prevent people with disabilities making full use wider community offers</p> <p>Some service users who have lived in a Council Services for a number of years may not want change.</p> <p>Risk that people with communication needs</p>	<p>There is a detailed action plan within the departmental report that seeks to offset the negative impacts. This is being reviewed on a continuous basis as the proposal is developed.</p>

Proposal	Groups positively impacted	Groups negatively impacted	Mitigations
		<p>arising from disability will have difficulty engaging with the proposal.</p> <p>Risk of an increased burden being placed on unpaid carers – a group where women are overrepresented.</p> <p>Risk that transphobia and stigma will prevent people of different genders making full use of community options</p> <p>Risk that alternative provision is not inclusive for people of different faiths.</p> <p>Risk of language barriers being an issue in alternative provision</p> <p>Risk that homophobia could prevent people of different sexual orientations making full use of a community facilities,</p>	
<p>The Council commissions a floating support service at a cost of £180K per annum which is aimed at supporting individuals with complex needs to maintain their tenancies. It is intended that the Council does activate a contract extension in January 22 for 12 months at a reduced annual contract value of £117,000.</p>	<p>No groups will be particularly adversely affected compared to previous service delivery outcomes</p>	<p>No groups will be particularly adversely affected compared to previous service delivery outcomes</p>	<p>N/A</p>
<p>Delivery of the Adult Social Care Transformation Plan and the Adult Social</p>	<p>Opportunity to personalise support offer and focus on</p>	<p>Some people who have used a Council Service for a number of</p>	<p>There is a detailed action plan within the departmental</p>

Proposal	Groups positively impacted	Groups negatively impacted	Mitigations
<p>Care Transformation Programme Business Cases.</p> <p>There are five main elements that will deliver the transformation:</p> <ol style="list-style-type: none"> Strengths-Based Practice Implementing strengths-based practice will include 3 workstreams, developing and implementing strengths-based practice; managing demand at the front door; and care reviews and delivery. Market Management The market management project will include a number of workstreams: Accommodation with Support; Market Development; as well as Care Costs and Brokerage. Preparing for Adulthood Develop a transitions pathway that prepares young people for adulthood and provides time to plan sustainable, outcome focused support. This will be addressed through dedicated resource and further work with both Adults and Children's Services. Targeted Interventions The Targeted Interventions project 	<p>positive individual outcomes.</p>	<p>years may not want change.</p> <p>There could be a risk of less opportunity for people of the same age to come together and share experiences in a strength-based model.</p> <p>Risk of less opportunity for people with disabilities to come together and share experiences in a strength-based model.</p> <p>Risk that people with communication difficulties arising from disability will have trouble engaging with the proposed changes.</p> <p>Risk of an increased burden being placed on unpaid carers – a group where women are over-represented.</p> <p>Risk of language barriers being an issue in considering individual need and preference.</p> <p>Risk that people with limited resource available (e.g., transport, technology) may have reduced access to service options.</p>	<p>report that seeks to offset the negative impacts. This is being reviewed on a continuous basis as the proposal is developed.</p>

Proposal	Groups positively impacted	Groups negatively impacted	Mitigations
<p>includes: a provider services review; a review of reablement; and developing an improved pathway for Aids, Adaptations and Assistive Technology (AT).</p> <p>5. Digital The digital workstream will look at how we use technology to deliver the best support. It has two key aims: to enhance the ability to communicate efficiently and effectively, and to give access to technology for the people of Slough with health and social care needs to better support them to live independently.</p> <p>This Equality Analysis focuses on the impact of delivering transformation to adult social care services in Slough.</p>			

Place and Community

Proposal	Groups positively impacted	Groups negatively impacted	Mitigations
Re-allocation of funds from the Section 106 holding account to the departmental budget with a value of £50k in 22/23 and subsequent larger amounts in 2023/24.	Residents have already seen the benefits of these developments. This is an internal re-allocation process to enable movement of unallocated funds to reserves.	None identified at this stage	N/A
Increased income from Digital advertising of £175k. The Place directorate has proposed circa 70 locations where council land/property can be leased for the implementation of new digital billboards for advertising to support income generation.	There are no specific groups that will benefit however, it is intended as part of the negotiations with the successful bidders that advertising space will be sought to provide public information. This will then the Council to engage the wider community	None identified at this stage	N/A
Increased income of £200k expected from the existing parking contract will be delivered through an increase in Penalty Charge Notices (PCN's) compared to 21/22 due to the move back to pre-Covid enforcement levels and the increase in Waiting Restrictions across the borough.	Residents/Community groups that will benefit/disbenefit from this proposal have been consulted through the Traffic Regulation Order process both at household level but also through the Press as part of the statutory process.	None identified at this stage	N/A
Maximisation of car parking income from	None Identified at this stage	None Identified at this stage	N/A

Proposal	Groups positively impacted	Groups negatively impacted	Mitigations
<p>co-ordination with developers regarding the timing of the on-site start dates for the MUSE development in the NW Quadrant. The income target is £112.7k and will include any further charges including business rates for the site.</p>			
<p>Our contract with our Leisure Service contractor, Everyone Active, includes a contractual entitlement for SBC to receive a management fee of c£1.6m/annum.</p>	None Identified at this stage	None Identified at this stage	N/A
<p>Consultation is to take place before March 2022 on what makes up a comprehensive library service so we can explore opportunities for reducing costs while continuing to provide a comprehensive library service.</p>	None Identified at this stage	<p>Slough has the youngest population in the UK, with 29% of its population under 19, meaning the proposed changes will disproportionately affect children, young people and families. Slough also has one of the highest birth rates in the UK (over 5,000 per year), so will have a proportionately high number of pregnant women and babies.</p> <p>Over 70% of use of the library service is by children and young people and their families.</p> <p>Those who are not confident reading English or have English as a second language will be negatively impacted if new publications are only in English.</p> <p>Those with visual impairment who rely on large print, Talking</p>	N/A

Proposal	Groups positively impacted	Groups negatively impacted	Mitigations
		<p>Books and e-audio/e-books will be disproportionately affected if this provision is altered</p> <p>Those individuals and families on low incomes who cannot afford to buy books for themselves and their families will be disproportionately affected.</p>	
<p>The volume of activity carried out within Community will reduce significantly as SBC right-sizes to fit a reduced budget.</p>	<p>None Identified at this stage</p>	<p>None Identified at this stage</p>	<p>N/A</p>
<p>Two vacant Temporary Accommodation Officer posts will be discontinued with activities blended into other roles within Housing services.</p>	<p>None Identified at this stage</p>	<p>None Identified at this stage</p>	<p>N/A</p>
<p>We have overlap in our objectives for various posts in Localities, Community and Leisure with Public Health objectives and there is the opportunity to align ourselves better with Public Health objectives to achieve part funding for these posts in return for delivering Public Health Objectives.</p>	<p>None Identified at this stage.</p>	<p>Community Development & Youth Services support a range of programmes delivered to young people so they will be directly impacted by the reduction in these budgets.</p>	<p>N/A</p>

CORPORATE OPERATIONS

Proposal	Groups positively impacted	Groups negatively impacted	Mitigations
Options for re-modelling and re-structuring the various services within the Finance and Operations service have been prepared and require further review and leadership engagement to ascertain the impact / risks and dependencies to the organisation as a whole. The modelling considers the various options to maximising savings whilst supporting business need at an appropriate level of quality.	None identified at this stage	None identified at this stage	N/A
Savings to be achieved by transitioning away from using consultancy support to deliver the Council's procurement projects to the development of an in-house specialist team. Potential savings of £400k per annum.	None identified at this stage	None identified at this stage	N/A
Reduction in professional subscriptions of £5k per annum.	None identified at this stage	None identified at this stage	N/A
Review of the Building Management Contract and re-negotiation of service scope review.	None identified at this stage	None identified at this stage	N/A
Deletion of non-statutory functions and services including corporate communications; deletion of corporate magazine and all corporate events.	None identified at this stage	None identified at this stage	N/A
Reduction in audit fee because of higher quality closure of accounts.	This will benefit the local taxpayer through reduced General Fund spend and by promoting better and more timely financial reporting	None identified at this stage	N/A

Proposal	Groups positively impacted	Groups negatively impacted	Mitigations
<p>A review of operational budgets for Corporate Counter Fraud services to reduce by £4k per annum.</p>	<p>None identified at this stage</p>	<p>None identified at this stage</p>	<p>N/A</p>
<p>ICT savings will be achieved by decommissioning of equipment and contracts that are no longer needed. Savings expected of circa £360k.</p>	<p>None identified at this stage</p>	<p>None identified at this stage</p>	<p>N/A</p>
<p>Increased income Generation from Community Assets at the following sites:</p> <p>Cippenham Community Centre Langley Pavilions Weekes Drive Community Centre Britwell Hub Orchard Youth and Community Centre The Curve Eltham Park Estimated additional income of £107k forecast.</p>	<p>None identified at this stage</p>	<p>There are no under-represented groups, based on the information that has been available – there is no detrimental impact to service - only reductions in service operational budget lines - which essentially have been re-scoped in line with income generation for the buildings.</p>	<p>N/A</p>