

## APPENDIX A1

### London Borough Council Tax Levels 2019/20 (Band D - borough element)

Rank	Authority	2019/20 Borough £
1	Kingston-upon-Thames	1,551.19
2	Richmond-upon-Thames	1,483.21
3	Harrow	1,464.29
4	Havering	1,408.15
5	Croydon	1,396.31
6	Sutton	1,373.81
7	Waltham Forest	1,373.44
8	Bexley	1,358.37
9	Haringey	1,319.89
10	Enfield	1,311.48
11	Redbridge	1,305.86
12	Lewisham	1,263.94
13	Brent	1,262.34
14	Camden	1,242.12
15	Barking & Dagenham	1,235.50
16	Merton	1,232.39
17	Hounslow	1,226.03
18	Barnet	1,224.90
19	Bromley	1,216.26
20	Ealing	1,191.61
21	Islington	1,169.16
<b>22</b>	<b>Greenwich</b>	<b>1,169.04</b>
23	Hillingdon	1,139.64
24	Hackney	1,134.35
25	Lambeth	1,124.69
26	Southwark	1,066.27
27	Tower Hamlets	1,019.67
28	Newham	1,010.87
29	Kensington & Chelsea	887.34
30	Hammersmith & Fulham	762.02
31	Wandsworth	449.80
32	Westminster	433.71

**APPENDIX A2**

<b>Change in London Borough Council Tax Levels 2008/09 to 2019/20 - Band D Borough element</b>									
<b>Ranking</b>	<b>Authority</b>	<b>2008/09 Borough</b>	<b>2019/20 Council Tax Increase</b>		<b>2019/20 ASC Precept</b>		<b>2019/20 Borough</b>	<b>Increase Since 2008/09</b>	
		<b>£</b>	<b>£</b>	<b>%</b>	<b>£</b>	<b>%</b>	<b>£</b>	<b>£</b>	<b>%</b>
1	Bromley	953.33	34.62	2.99%	23.16	2.00%	1,216.26	262.93	27.6%
2	Croydon	1,095.81	40.15	2.99%	13.43	1.00%	1,396.31	300.50	27.4%
3	Harrow	1,152.55	41.71	2.99%	27.89	2.00%	1,464.29	311.74	27.0%
4	Bexley	1,089.54	38.68	2.99%	25.88	2.00%	1,358.37	268.83	24.7%
5	Islington	938.41	33.94	2.99%	-		1,169.16	230.75	24.6%
6	Lewisham	1,016.69	35.99	2.99%	24.08	2.00%	1,263.94	247.25	24.3%
7	Sutton	1,108.76	39.12	2.99%	26.17	2.00%	1,373.81	265.05	23.9%
8	Redbridge	1,066.32	37.55	2.99%	12.56	1.00%	1,305.86	239.54	22.5%
9	Brent	1,033.11	35.97	2.99%	24.06	2.00%	1,262.34	229.23	22.2%
10	Enfield	1,073.70	37.70	2.99%	12.61	1.00%	1,311.48	237.78	22.1%
11	Kingston-upon-Thames	1,270.26	44.18	2.99%	29.55	2.00%	1,551.19	280.93	22.1%
12	Camden	1,021.76	35.70	2.99%	11.94	1.00%	1,242.12	220.36	21.6%
13	Barking & Dagenham	1,016.40	35.87	2.99%	-		1,235.50	219.10	21.6%
14	Lambeth	925.29	32.65	2.99%	-		1,124.69	199.40	21.6%
15	Waltham Forest	1,130.73	39.49	2.99%	13.21	1.00%	1,373.44	242.71	21.5%
16	Richmond-upon-Thames	1,233.94	42.25	2.99%	28.25	2.00%	1,483.21	249.27	20.2%
17	Havering	1,173.18	17.04	1.25%	27.28	2.00%	1,408.15	234.97	20.0%
18	Wandsworth	377.25	12.81	2.99%	8.57	2.00%	449.80	72.55	19.2%

**APPENDIX A2**

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<b>Ranking</b>	<b>Authority</b>	<b>2008/09 Borough</b>	<b>2019/20 Council Tax Increase</b>		<b>2019/20 ASC Precept</b>		<b>2019/20 Borough</b>	<b>Increase Since 2008/09</b>	
<b>19</b>	<b>Greenwich</b>	<b>980.91</b>	<b>33.94</b>	<b>2.99%</b>	-		<b>1,169.04</b>	<b>188.13</b>	<b>19.2%</b>
20	Tower Hamlets	865.64	23.67	2.40%	9.86	1.00%	1,019.67	154.03	17.8%
21	Kensington & Chelsea	758.08	25.28	2.99%	16.90	2.00%	887.34	129.26	17.1%
22	Southwark	912.14	30.96	2.99%	-		1,066.27	154.13	16.9%
23	Westminster	377.97	8.74	2.10%	8.33	2.00%	433.71	55.74	14.7%
24	Haringey	1,161.66	38.32	2.99%	-		1,319.89	158.23	13.6%
25	Hackney	998.45	32.30	2.99%	21.61	2.00%	1,134.35	135.90	13.6%
26	Barnet	1,082.75	35.56	2.99%	-		1,224.90	142.15	13.1%
27	Merton	1,094.88	35.13	2.99%	23.43	2.00%	1,232.39	137.51	12.6%
28	Ealing	1,059.93	34.26	2.99%	11.46	1.00%	1,191.61	131.68	12.4%
29	Hounslow	1,090.65	34.91	2.99%	23.36	2.00%	1,226.03	135.38	12.4%
30	Newham	945.63	27.42	2.84%	18.91	1.96%	1,010.87	65.24	6.9%
31	Hillingdon	1,112.93	26.71	2.40%	-		1,139.64	26.71	2.4%
32	Hammersmith & Fulham	862.77	19.65	2.70%	14.56	2.00%	762.02	- 100.75	-11.7%

**Draft Statutory Calculations and Resolutions**

The Cabinet recommends Council to:

- B1 Note that, at the Council meeting on 29 January 2020, the borough calculated the following amounts for the year 20/21, in accordance with regulations made under Section 31B(3) of the Local Government Finance Act 1992 as amended by the 2011 Localism Act:
- (i) 83,664.91 being the amount calculated by the borough, in accordance with regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 2012, as its council tax base for the year.
  - (ii) Gloucester Circus Special Expense Area – 95.68, being the amount calculated by the borough, in accordance with the regulations, as the additional amount of its council tax base for the year for dwellings in the part of its area to which the special item relates.
- B2 Agree that the following amounts be now calculated by the borough for the year 2020/21 in accordance with Sections 31A, 31B and 34 to 36 of the Local Government Finance Act 1992 as amended by the 2011 Localism Act:
- (i) £829,661,110 being the aggregate of the amounts which the borough estimates for the items set out in Section 31A(2)(a) to (f) of the Act
  - (ii) £727,939,930 being the aggregate of the amounts which the borough estimates for the items set out in Section 31A(3)(a) to (d) of the Act
  - (iii) £101,721,180 being the amount by which the aggregate at B2(i) above exceeds the aggregate at B2(ii) above, calculated by the borough, in accordance with Section 31A(4) of the Act, as its council tax requirement for the year
  - (iv) £1,215.82 being the amount at B2(iii) above all divided by the amount at B1(i) above, calculated by the borough, in accordance with Section 31B(1) of the Act, as the basic amount of its council tax for the year
  - (v) £11,427.06 being the amount of all special items referred to in Section 34(1) of the Act

- (vi) £1,215.68 being the amount at B2(iv) above, less the result given by dividing the amount at B2(v) above by the amount at B1(i) above, calculated by the borough in accordance with Section 34(2) of the Act, as the basic amount of its council tax for the year for dwellings in those parts of the area to which no special item relates
- (vii) £1,335.11 being the amount given by adding the amount at B2(vi) above to the amount of the special item relating to dwellings in the Gloucester Circus special expense area divided by the amount at B1(ii) above, calculated by the borough, in accordance with Section 34(3) of the Act, as the basic amount of its council tax for the year for dwellings in the Gloucester Circus special expense area
- (viii) The table below:

<b>Valuation Band</b>	<b>Gloucester Circus Special Area</b>	<b>All other parts of the Authority's Area</b>
	<b>£</b>	<b>£</b>
A	890.07	810.45
B	1,038.42	945.53
C	1,186.76	1,080.60
<b>D</b>	<b>1,335.11</b>	<b>1,215.68</b>
E	1,631.80	1,485.83
F	1,928.49	1,755.98
G	2,225.18	2,026.13
H	2,670.22	2,431.36

being the amounts given by multiplying the amounts at B2(vi) and B2(vii) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which, in that proportion, is applicable to dwellings listed in valuation band D, calculated by the borough, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

B3 Note that for the year 2020/21 the Greater London Authority has stated the following amounts in precept issued to the borough, in accordance with Section 40 of the Local Government Finance Act 1992 as amended by the 2011 Localism Act, for each of the categories of the dwellings shown below:

<b>Valuation Band</b>	<b>GLA Amount £</b>
A	221.38
B	258.28
C	295.17
<b>D</b>	<b>332.07</b>
E	405.86
F	479.66
G	553.45
H	664.14

- B4 Agree that, having calculated the aggregate in each case of the amounts at B2(viii) and B3 above, the borough, in accordance with Section 30(2) of the Local Government Finance Act 1992 as amended by the 2011 Localism Act, hereby sets the following amounts as the amounts of council tax for the year 2020/21 for each of the categories of dwellings shown below:

<b>Valuation Band</b>	<b>Gloucester Circus Special Area £</b>	<b>All other parts of the Authority's Area £</b>
A	1,111.45	1,031.83
B	1,296.70	1,203.81
C	1,481.93	1,375.77
<b>D</b>	<b>1,667.18</b>	<b>1,547.75</b>
E	2,037.66	1,891.69
F	2,408.15	2,235.64
G	2,778.63	2,579.58
H	3,334.36	3,095.50

- B5 Agree that the Council determines that its relevant basic amount of council tax for the year 2020/21 is not excessive in accordance with the principles approved under sections 52ZC and 52ZD of the Local Government Finance Act 1992.

- B6 Agree that, in connection with authority to institute and conduct legal proceedings and decide on non-domestic rate relief:

- (i) authority be delegated to the Director of Finance, to carry out the following functions arising from powers contained in the Local Government Finance Act, 1988, the Local Government Finance Act,

1992 and any amendments thereto and Regulations passed pursuant to these Acts:

- (a) to administer the law relating to the administration, collection and enforcement (including but not exclusively instituting and/or conducting all necessary legal proceedings before a magistrates' court or any other court) in respect of the council tax, community charges and non-domestic rate and to sign any documents on behalf of the Council acting in its capacity as a billing / charging / rating authority
  - (b) in consultation with the Chair and Vice-Chair of the Cabinet and the Leader of the Opposition, to receive and decide the outcome of applications seeking discretionary relief from non-domestic rates under Sections 47 and 48, Local Government Finance Act 1988, in accordance with borough guidelines
  - (c) to authorise named officers under Section 223 of the Local Government Act, 1972 to prosecute or defend on behalf of the Royal Borough of Greenwich, or to appear on its behalf, in proceedings before a magistrates' court relating to the enforcement of the council tax, community charges and non-domestic rates
- (ii) the authority's Director of Finance be authorised to take such action as is considered appropriate to ensure the effective and efficient recovery of council tax, community charges and non-domestic rates.

**Financial Standing and Risk**

<b>CI - Government Policy Risk</b>	<b>Implications</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Commentary</b>	<b>Controls and Risk Management</b>
Changes to government funding mechanism	<p>Changes to mechanism and the main revenue support grant may have an adverse impact on the Council's financial position.</p> <p>Other potential changes may also lead to further reductions.</p>	High	High	<p>Spending Review 2020</p> <p>Proposed changes from Fair Funding Review and Business Rates Retention.</p>	<p>Efficiency Plan implemented.</p> <p>The impact of changes is estimated where possible and a proactive stance is taken in challenging / consulting on proposals.</p> <p>Background provision for reacting to grant changes held.</p> <p>Any use of reserves needs to be linked to requirement to replenish them.</p>
Exiting the EU	The UK formally left the EU on 31 January 2020 and has now entered into a transition period until	High	High	While the UK has agreed the terms of its EU departure, both sides still need to decide what their future relationship will look like. This will be	A council wide taskforce group considers issues and coordinates communications as this evolves.



CI - Government Policy Risk	Implications	Likelihood	Impact	Commentary	Controls and Risk Management
	<p>December 2020, during which time there are likely to be many months of negotiation. This may lead to significant issues under several headings including:</p> <ul style="list-style-type: none"> <li>• financial</li> <li>• procurement</li> <li>• staffing</li> <li>• security</li> <li>• health &amp; social care</li> <li>• housing</li> </ul>			<p>worked out during the transition period which is due to end on 31 December 2020.</p>	
<p>Various – see below</p>					

Examples of Government Policy Risk		
<ul style="list-style-type: none"> <li>• Academisation</li> <li>• Right to Buy</li> <li>• White / Green Papers (housing/ social care)</li> <li>• Care Act</li> </ul>	<ul style="list-style-type: none"> <li>• National schools funding formula</li> <li>• Social housing rent formula</li> <li>• Homelessness</li> <li>• Government grant deployment</li> </ul>	<ul style="list-style-type: none"> <li>• Fair Funding review</li> <li>• Business rates retention</li> <li>• Possible transfer of responsibilities</li> <li>• SR20</li> </ul>

- Welfare reform

- Unprotected government grants

<b>C2 - Economic / Financial Risk</b>	<b>Implications</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Commentary</b>	<b>Controls and Risk Management</b>
Interest Rate instability	Due to exposure / gearing could result in additional net costs.	High	High	Interest rates have commenced rising from their ultra-low levels.	<p>Treasury Management Strategy.</p> <p>Officers use treasury advisers to forecast / manage interest rates.</p> <p>Background provision held against General Fund Balances.</p>
Inflation	Increases in the rate of inflation could result in upward budget pressure and may not be matched by additional income.	High	High	Inflation has commenced rising from its relatively benign state.	<p>Published and locally determined indices are utilised.</p> <p>Background provision held against General Fund Balances.</p>
Long term debt management	Long term liabilities and exposure to greater uncertainty due to the longer time horizon.	Low	Medium	Effective management of investments, fixed assets and long term debt can give stability.	<p>Treasury Management Strategy.</p> <p>Proactive approach to investment and debt, including appointment of Treasury</p>

C2 - Economic / Financial Risk	Implications	Likelihood	Impact	Commentary	Controls and Risk Management
					<p>Advisors and formal investment strategy.</p> <p>No additional budgetary provision currently required.</p>
Shortage of working capital / cashflow	<p>Low levels of cash in hand can have an adverse impact on investment.</p> <p>Poor debt recovery can result in a need to increase the bad debt provision.</p>	Low	Medium	<p>The importance of managing the Council's cash flow position has heightened includes factors such as the Priority Investment Programme entering project delivery phase - includes management of disposals and expenditure scheduling to meet the underwriting of investment programmes.</p>	<p>Cash flows are monitored as part of the Council's Treasury Management.</p> <p>Cash envelope discipline applied.</p> <p>Debt collection rates monitored and practices reviewed.</p>
Market and economic developments	Market movements can affect service take up and income.	High	High	<p>Responses to market pressures are considered as part of the budget process. Effectively this risk and associated reserves represent market</p>	Background provision held against General Fund Balances.

C2 - Economic / Financial Risk	Implications	Likelihood	Impact	Commentary	Controls and Risk Management
	Homelessness and social care affected by supply and demand factors.			volatility where the Council is involved.	

Examples of Economic / Financial Risk		
<ul style="list-style-type: none"> <li>• shape / timing of changes to the economy</li> <li>• wages (LLW, NMW, NLW)</li> <li>• early implementation of savings</li> </ul>	<ul style="list-style-type: none"> <li>• reducing slippage</li> <li>• impact upon tax receipts for the borough</li> <li>• cost control</li> </ul>	<ul style="list-style-type: none"> <li>• maintaining close partnership working</li> <li>• ensuring project viability</li> </ul>

<b>C3 - Legal / Regulatory Risk</b>	<b>Implications</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Commentary</b>	<b>Controls and Risk Management</b>
New legislation	The Council could be assigned new responsibilities - not always with additional funding immediately available.	High	High	Although pressures could be identified, it is not always possible to meet the pressure.	Respond to consultations / lobby.  New Burdens principles.  Hold against General Fund Balances.
Litigation against council	Risk of action being taken against the Council, for instance in relation to Planning or Health and Safety.	Low	Low		There are clear policies and procedures for services.  Use of specific funds held against services and General Fund Balances.
Partnership / Contractual	The Council has a range of joint delivery vehicles, where the Council is the accountable body it needs to be mindful of any risks.  Key suppliers.	Medium	Medium	Good governance arrangements are in place, with regular monitoring. Any resulting financial exposure can fall to the appropriate service budgets.  Specific monitoring arrangements at a	Procurement – strategy includes social value.  Contact management.  Risk allocation.  Contract provisions to safeguard councils position.

				<p>corporate and service level are in place.</p> <p>Below average risk that major under-performance would be encountered.</p>	<p>Background provision, as risks fall to services.</p>
Major Fraud	A major fraud would damage the Council's reputation and potentially result in a financial loss.	Low	Low	Strong Governance Framework and Anti-Fraud Team in place.	<p>Adherence to Governance arrangements.</p> <p>Held against background General Fund Balances.</p>
Pension Fund	Uncertainty in relation to future scheme changes outside control of the Council.	Medium	Medium	The next triennial valuation is due as at 31 March 2022.	Pension Fund Investment and Administration Panel monitor developments and any proposed national changes.

### Examples of Economic / Financial Risk

- effective commissioning, procurement and contract management to deliver VfM and mitigate against failures e.g. care providers / large public sector contractors.
- keeping vulnerable and young persons safe.

<b>C4 - Socio-Demographic Risk</b>	<b>Implications</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Commentary</b>	<b>Controls and Risk Management</b>
<p>Demographic and Population</p>	<p>Regeneration and demand shifts in services can have a significant impact on the budget.</p> <p>Additional effect is not fully reflected by additional revenue.</p> <p>Population is one of the key factors in the formula for funding mechanisms.</p> <p>Significant growth or reductions relative to other authorities can have an impact on funding.</p>	<p>High</p>	<p>High</p>	<p>Client numbers and demand generally are predicted as part of the budget setting process. However, due to unit costs, small changes in client numbers can result in significant costs being incurred at short notice.</p> <p>Population growth and projections arising from regeneration, alongside relative need, are key factors.</p> <p>Projected developments across the borough will have major distributional effects.</p>	<p>Currently services hold risk against budgets. Incidence of budget impact and, therefore, ability to react may require support of General Fund Balances.</p> <p>Additional resources in current MTFS.</p>



Efficiency gains required to offset effects, where possible, but are limited.

### Examples of Economic / Financial Risk

- adult social care / no recourse - demand led
- increasing numbers of cases with complex needs
- relatively young adult social care client base
- general longevity, including those in care
- workforce - timing of change
- workforce - retention of skills and knowledge

<b>C5 - Technological Risk</b>	<b>Implications</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Commentary</b>	<b>Controls and Risk Management</b>
System failure	A major system failure could result in substantial unforeseen expenditure at short notice.	Medium	High	Increasing reliance upon IT systems - reliability.	ICT has a risk management system in place to mitigate this risk.

<b>C6 – Environmental Risk</b>	<b>Implications</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Commentary</b>	<b>Controls and Risk Management</b>
Natural event or as a result of human involvement	<p>The Council would activate its emergency plan.</p> <p>Substantial unexpected expenditure could be incurred, especially in short term.</p>	Low	Medium	<p>Some events could result in additional expenditure, likely to be minimal unless a major incident / catastrophe.</p> <p>Sufficient resources to deal with immediacy and recovery phases.</p>	<p>Detailed emergency plans are in place.</p> <p>Continue to develop emergency plans and carry out tests.</p> <p>Some expenditure would be recoverable under the Bellwin scheme.</p> <p>Some background risk.</p> <p>The Council declared a Climate Emergency in June 2019 and produced a Carbon Neutral Plan Evidence Base in January 2020, with a view to bringing forward a Greenwich Carbon Neutral Plan by Autumn 2020.</p>

### Examples of Economic / Financial Risk

- Adverse weather conditions
- Natural disaster
- Accident
- Terrorism

Set out below is the equality analysis relating to service change or cost reduction proposals as part of the Medium Term Financial Strategy (MTFS) considered by Cabinet on 19 February 2020

**Service Changes and Cost Reduction Proposals**

<b>Committee and Service Area</b>	<b>Ref No</b>	<b>Equality Analysis</b>
Health and Adult Services		
Contract Efficiencies within Public Health	HAS-01	<p><b>0-19 Children’s Services</b></p> <p>As part of the remodelling and retendering of the Public Health Nursing Service we undertook an Equalities Impact Assessment which concluded that the reduction in spend would have no impact on protected groups. The service will monitor the uptake by groups with protected characteristics and by IMD (Indices of deprivation).</p> <p><b>Welfare Rights Service</b></p> <p>This service enables dedicated and timely Welfare Rights advice to residents referred from the Live Well Line, many of whom have complex benefits and money issues. There is continued funding for the equivalent of a full time advisor post, which is deemed sufficient to meet the levels of demand for this service based on demand in previous years. The previous slightly higher level of funding contributed to the pro-active work of the Welfare Rights Service, but this will continue as part of the core work of the service. The council considers that the withdrawal of this additional level of funding will have a low overall impact on protected groups.</p>
Staff Reductions	HAS-03	The posts identified are currently vacant, and therefore there is no equalities impact of the proposal.
Nil Recourse Public Funds	HAS-04	The Home Office liaison post within the NRPF team has been reduced from 1 FTE to .5FTE. The post provides support to the NRPF team to expedite paperwork and process for residents who have leave to remain. The reduction in numbers of individuals and families supported through NRPF means that this reduction should not have a negative impact on groups with protected characteristics – this will be closely monitored by the service as a whole.
Community Meals	HAS-05	Analysis included as part of consultation on changes to Adult Social Care charging.



## **EQUALITIES IMPACT ASSESSMENT**

Children' Services		
Education Psychology	CS-01	There is no anticipated reduction to the service delivery on this saving and therefore no anticipated impact to service users or to employees. This proposal is expected to have a remote or low relevance to the substance of the Equality Act.
The Virtual School	CS-02	There is no anticipated reduction to the service delivery on this saving and therefore no anticipated impact to service users or to employees. This proposal is expected to have a remote or low relevance to the substance of the Equality Act.
Community Based Interventions	CS-03	There is a reduction in service in this cost reduction proposal. The service undertakes detached youth work. To mitigate some of the impact of this work on service users it is planned that elements of detached work will be undertaken through the new Youth service contract and the ongoing work of Early Help, ReSET and Community Safety within schools. There is a potential impact on staff and full consultation will be undertaken with staff who are affected by this proposal.
The Point	CS-04	There is no anticipated reduction to the service delivery in this savings proposal but a different way of delivering the services. The proposal is for the services currently delivered at one venue, the Point, to be delivered in community venues across the borough rather than in one bespoke building. It is anticipated that through this model of delivery, accessibility of provision should be improved for the majority of current service users. In addition, it should increase access to information and advice for a wider group of young people and families.
Family Information Services	CS-05	The statutory requirements of FIS will still be delivered under this proposal to align with adult's service information provision. There is an expected impact with the reduction to the offer of support to families as currently delivered. This includes outreach support such as attendance at information and community events and face to face support on issues such as school admissions and childcare brokerage. This will be mitigated in part through the delivery of support by existing services such as Children's Centres and the wider directorates who come into contact with families. There is a potential impact on staff and full consultation will be undertaken with staff who are affected by this proposal.
Placement Budget	CS-06	This proposal relates to in-depth work in children's social care to avoid the use of secure or high cost placements but rather to make every endeavour to keep children with their families or in local placements. Whilst this cannot always be guaranteed, process and systems to monitor and oversee this work have led to a sustained reduction in the numbers of children in our care and the volume of high cost placements.



## **EQUALITIES IMPACT ASSESSMENT**

Communities and Environment		
Airwave Radios	CE-01	There is no equalities impact of this proposal on either service delivery or employees.
Democratic Services	CE-02	There is no equalities impact of this proposal on either service delivery or employees.
Town Hall Catering	CE-03	There is no equalities impact of this proposal on either service delivery or employees.
Contract	CE-04	There are no equalities impact of this proposal.
Mobile Devices	CE-05	There is no equalities impact of this proposal on either service delivery or employees.
Distribution of Agendas	CE-06	Very few people access hard copies of the agendas left in libraries nowadays. All libraries have IT and staff who could help residents access agendas online on our website should they wish to do so. A read aloud facility can be used by people with visual impairments and/or the text size can be increased as required. Software can also be used to translate online content. As a result, it is anticipated that there is no equalities impact as a result of this proposal.
Dog Waste Bins	CE-07	It is intended that this service can continue using standard litter bins. There is no equalities impact of this proposal on either service delivery or employees.
Dog Waste Bags	CE-08	Dog waste bags are readily and cheaply available for dog owners. There is no equalities impact of this proposal on either service delivery or employees.
Pitch Marking	CE-12	The experience of the service confirms the pitch marking reduction will not impact on pitch bookings and usage. There is no equalities impact of this proposal on either service delivery or employees.
Reduce Overtime	CE-14	The animal park and the welfare of the animals will not be impacted. There is no equalities impact of this proposal on service and employee delivery.
Cessation of Locking Gates	CE-16	The reduction in locking parks and park car parks has the potential to benefit the local community by increasing access to parks. However, there is a potential for an increase in over-night ASB. There is no equalities impact of this proposal on either service delivery or employees.
Management of Bowl Clubs	CE-18	The shift in the management of the bowling greens will not impact on service delivery. As part of the transfer RBG will ensure adequate management systems are in place for a smooth transition and these facilities will remain accessible for residents. There is no equalities impact of this proposal on either service delivery or employees.





Long Lane Football Club	CE-20	There is no equalities impact of this proposal on either service delivery or employees.
Allotments	CE-23	The shift in the management of the bowling greens will not impact on service delivery. As part of the transfer RBG will ensure adequate management systems are in place for a smooth transition and these facilities will remain accessible for residents. There is no equalities impact of this proposal on either service delivery or employees.
Grass Cutting	CE-24	The change in the grounds maintenance programme will not impact park users. There is no equalities impact of this proposal on either service delivery or employees.
Recycling Sacks	CE-27	<p>Clear recycling sacks are distributed to all properties in the borough. It is considered that the proposal to limit distribution to properties which are ineligible to store a recycling wheelee bin may have a low impact on elderly and disabled service users. This would be mitigated by continuing to offer assisted collections. It is considered that this proposal has no equalities impact on other protected groups.</p> <p>It is anticipated that the proposal would have no equalities impact on staff as redeployment will be managed through the natural churn of the workforce, however, staff would be consulted as part of any reorganisation.</p> <p>Consultation is being conducted in Feb / March 2020 to understand the impacts limiting this service.</p>
Chargeable Garden Waste	CE-28	<p>Food and Garden waste is collected mixed. The proposal to charge for garden waste collections would have low impact on elderly and disabled residents who may find it more difficult to transport garden waste to Nathan Way to avoid paying the collection fee.</p> <p>It is anticipated that the proposal would have no equalities impact on staff as redeployment will be managed through the natural churn of the workforce, however, staff would be consulted as part of any reorganisation.</p> <p>Consultation is being conducted in Feb/March 2020 and government decision to make separate collection of food waste mandatory is expected by 2023.</p>
Pavement Washing	CE-29	Pavement washing in Town Centres and Plumstead is conducted in overtime in addition to BAU. It is considered that removing this service has no equalities impact on protected groups.







		<p>The proposal has no equalities impact on staff as activities are carried out in overtime in unsocial hours and staff are allocated to BAU duties during the day.</p>
Town Centre Staffing	CE-30	<p>It is considered that removal of additional staffing resources in Town Centres and Plumstead would have no overall impact on protected groups.</p> <p>It is anticipated that the proposal would have no equalities impact on staff as redeployment will be managed through the natural churn of the workforce, however, staff would be consulted as part of any reorganisation.</p>
Street Services Taskforce	CE-31	<p>It is considered that removal of Street Services Taskforce in Plumstead, Charlton, Woolwich and Abbeywood would have no overall impact on protected groups.</p> <p>It is anticipated that the proposal would have no equalities impact on staff as redeployment will be managed through the natural churn of the workforce, however, staff would be consulted as part of any reorganisation.</p>
Waste Bin Collection	CE-35/2	<p>It is considered that restricting the weekly residential residual waste capacity from 240L to 140L would have low impact on elderly or disabled residents who may produce special medical waste in addition to general levels of household waste and a low impact on ethnic minorities in understanding the changes to service provision.</p> <p>Measures to mitigate this are being consulted on in Feb/March 2020 which could include extra bin capacity, an allowable threshold of side waste, other measures to assist in handling greater volumes and via communication/engagement.</p> <p>It is anticipated that the proposal would have no equalities impact on staff as redeployment will be managed through the natural churn of the workforce, however, staff would be consulted as part of any reorganisation.</p>
Culture, Tourism and Heritage Functions	CE-37	<p>The proposal merges similar functions using a common software platform to improve business processes. There are no equalities impacts of this proposal on either service delivery or employees.</p>
Corporate Services	CE-38	<p>The proposal seeks to streamline central service functions to better support directorates in achieving corporate policy aims and to help RBG to better interrogate its data as well as to</p>





		comply with its obligations to manage and safeguard confidential information. There are no equalities impact of this proposal on either service delivery or employees and there will be a consultation process.
Review of Adventure Play Facilities	CE-40/1	A review is being conducted prior to the production of detailed proposals ahead of implementation in 2021-22. This review will include further analysis of user statistics to ensure there are no equalities implications.
Housing and Safer Communities		
Reduction in TA Numbers		There are no equalities impact of this proposal.
Sheltered Housing Savings		Consultation is required, and the equalities impact measured as part of the proposal for future charges.
Temporary Accommodation		There are no equalities impact of this proposal.
HISS Efficiencies		There are no equalities impact of this proposal.
Safer Spaces	5	An EIA has been completed as part of this reorganisation and no one group was found to be affected more significantly.
Safer Communities Team	6	There are no significant equalities impact of this proposal. No members of staff are adversely affected by the proposals. The reorganisation will enable the workloads for Hate Crime, Modern Slavery and Violence Against Women and Girls to benefit from greater staff resource and leadership and this will benefit many vulnerable groups in the community who have one or more protected characteristics and are affected by any of those issues.
Community Protection Team	7	The equalities impact is pending and will be done (either as a screening or in full process) once proposals are developed and part of the consultation.

Regeneration, Enterprise and Skills		
Highways Maintenance	DRES-01	<p>The withdrawal of this funding will be mitigated through the existing arrangements provided by GLLAB.</p> <p>The Council through GLLAB will continue to provide job brokerage (early engagement with developers / businesses) on contracts and job opportunities alongside the employment support element of the service which provides tailored support to individuals seeking employment.</p>





Moving Traffic Contraventions	DRES-12	One of the key objectives of the Council's Parking strategy, and those of the Mayors Transport Strategy, is the introduction of parking controls. Fair and consistent enforcement ensures that only those who contravene the regulations are penalised and motorists who are compliant have the benefit of a properly managed and operational network. The Traffic Management Act 2004 sets out a robust statutory procedure that must be followed at each stage of the Penalty Charge Notice (PCN) and includes the right of appeal to an independent adjudicator at London Tribunals' Environment and Traffic Adjudicators (ETA).
PCN Rebanding	DRES-12B	One of the key objectives of the Council's Parking strategy, and those of the Mayors Transport Strategy, is the introduction of parking controls. Fair and consistent enforcement ensures that only those who contravene the regulations are penalised and motorists who are compliant have the benefit of a properly managed and operational network. The Traffic Management Act 2004 sets out a robust statutory procedure that must be followed at each stage of the Penalty Charge Notice (PCN) and includes the right of appeal to an independent adjudicator at London Tribunals' Environment and Traffic Adjudicators (ETA).
Schools Maintenance Service	DRES-16	This proposal is to move the service to cost recovery. There are no equalities impact of this proposal.
Finance and Legal Services		
Reorganisation	FLS-01	Proposals affecting staff are assessed in accordance with the relevant policies and procedures regarding reorganisation.

## Health and Adult Services (HAS)

### Newton

The work with Newton Europe to develop and deliver an efficiencies programme that delivers better outcomes for residents is underway. The diagnostic phase has identified £8m of efficiency opportunity in three main areas of the service: enhancing reablement; more consistent decision making from practitioners working with older adults and improving outcomes for working age Adults. Each of these initiatives should increase benefits from residents with protected characteristics particularly those with disabilities this is because more residents should benefit from reablement and more residents with a physical disability or learning disability should benefit from independent living. The programme is expected to see a reduction in use of homecare and so through the design phase testing and learning will take place





between March and May and a detailed EQUIA will be undertaken on the impact on Homecare reductions before implementation from May onwards.

**Budget Recovery Board**

Alongside the Newton work an additional £5m was identified by the HAS Directorate constituted of three main elements:

- The charging policy, including the decision to end community meals provision, which has already been subject to a detailed EQUIA.
- The ACJ which has already been delivered.
- The LD day opportunities work which identifies a potential saving of £1,2million. Change to the current model of day service has begun with focused reviews that take a person centred approach to daily activities for people with a learning disability. Young adults, ie 18-24 and 25 - 30 are under-represented at the current day service as are people from BAME communities, compared to the population in the borough with a learning disability. A future model will address the apparent inequity in provision. People would have greater choice of activities than the current day service is able to provide and will have different transport options, rather than the current reliance on passenger services. These changes will be client needs led, and while for some, this will mean a change of service and a reduction, more people will benefit from a more tailored offer of activities.

**Children’s Services**

**Budget Recovery Board**

Manage demand in cost efficient placements	This work begun a more rigorous approach to overseeing the decision making of placements to ensure high quality and cost-efficient placements. The savings realised do not impact on service users nor staff.
Reduction of agency staff	This saving has been achieved through more efficient processes of employing social workers. The service is significantly lower than other neighbouring local authorities’ in the use of agency staff. There is a positive impact to the workforce and service users through a more consistent and stable workforce.



Buildings and other resources	There is no impact to service users nor employees in this saving proposal.
SEND service	This saving relates to a restructure in children with disabilities. A full consultation was undertaken, and the savings have now been realised.
Commissioning in social care contract	The development of early Help service and SafeCORE has enabled a reduction to external contracts being used for additional family support. There is no impact to service users or employees in this saving.
StartWell Commissioning	This saving will be realised in 2020. It has been achieved by a more efficient integrated model that will not reduce delivery to the community but enhance access to health visiting in community settings. There is potentially some impact on staff and a full consultation will be undertaken to address this.
General Cost Reductions (1%)	This saving relates to financial monitoring and reduction of 1% across all budgets. There is no impact to service users nor employees in this saving proposal.

### **The comments of Overview and Scrutiny Committee on 28 January are as follows:**

- a. That the Cabinet consider deleting the post of the Home Office Worker under proforma HAS-04 rather than reducing it to a part-time post thus creating a greater saving.
- b. That the Cabinet consider the concerns of the members of the Overview and Scrutiny Committee about the proposal to stop the locking of park gates at night (C&E 16). This had been tried once before and resulted in increased anti-social and criminal behaviour. That if Cabinet still decided to go ahead with this proposal, that the Community Safety & Environment Panel add the issue to their upcoming work programme and monitor its effects.
- c. That the Cabinet review other options to ceasing jet washing of pavements (C&E 29) including alternative funding or cheaper methods.