

**Budget 2016-17 - Summary of the equality analysis of the 2016/17 budget proposals (Feb 2016)**

Dept	Division	Business Unit	Ref	Proposal	Age	Disability	Gender re-assignment	Pregnancy and maternity	Race and ethnicity	Religion/belief	Sex	Sexual orientation	Socio-economic status	Efficiency/income or saving?	Potential impacts on staff	Detailed EA undertaken at this stage?	Equality analysis/ initial screening
<b>Proposals where initial screening has identified no potential equality impacts on service users or staff at this stage</b>																	
C&A	Education		8	Review of support to school improvement team										Efficiency	-	-	No impact, cost efficiencies and income generation
C&A	Adult Social Care		12	NHS funding for health service aspects of care										Income	-	-	No impact on service users or staff
C&A	Adult Social Care		13	Better care fund-integration of Health and Social Care										Income	-	-	No impact on service users or staff
C&A	Education		14	Dedicated Schools Grant (DSG) funding for Home to School Transport										Income	-	-	No impact on service users or staff
C&A	Education		15	Special educational needs (increased DSG contribution)										Income	-	-	No impact on service users or staff
C&A	Education		16	DSG and NHS funding for Early Help Service										Income	-	-	No impact on service users or staff
E&L	Leisure	Events	22	Introduce a self-financing events service										Efficiency	-	-	Initial screening suggests that there are no inherent impacts on particular protected characteristics arising from this proposal
Environment & Leisure (E&L)	Culture		24	Working in partnership with developer of Grove Vale Library to deliver a new library with lower running costs.										Efficiency	-	-	No negative impacts identified
E&L	Environment	Asset management	27	Reduced energy prices and increased efficiency of infrastructure										Saving	-	-	No impact on service users
E&L	Environment	Asset management	28	New TfL contract arrangements have led to reduced costs passed to Boroughs										Saving	-	-	No impact on service users
E&L	Parks & leisure		30	Capitalisation of costs of major equipment previously charged to revenue.										Efficiency	-	-	No impact on service users
E&L	Parks & leisure		31	Refocus Area repairs and maintenance priorities to optimise opportunities within the existing capital programme										Efficiency	-	-	No impact on service users
E&L	Leisure	Leisure	32	Review use of existing capital budget contribution in line with new contractual arrangements for leisure facilities maintenance.										Efficiency	-	-	No impact on service users
E&L	Leisure	Leisure	34	Anticipated savings from the new Leisure Management Agreement.										Efficiency	-	-	Initial screening suggests that there are no inherent impacts on particular protected characteristics arising from this proposal
E&L	Leisure	Parks	35	Grounds Maintenance procurement & contract efficiencies										Income	-	-	No impact on service users
E&L	Environment	Waste & transport	37	Charging for additional garden waste bags collection, regular brown bin garden waste collection will continue to be free of charge.										Income	-	-	No impact on service users
E&L	Environment	Waste & transport	38	Recover the cost of recycling collections undertaken from non domestic properties.										Income	-	-	No impact on service users
E&L	Environment	Waste & transport	39	Increase income from expansion of commercial waste service in response to demand.										Income	-	-	No impact on service users
E&L	Service development	Energy & sustainability	40	Recover costs from schools & HRA for contract management & procurement of utility contracts.										Income	-	-	No impact on service users
E&L	Service development	Energy & sustainability	41	Income from additional solar panels installations on sites to be identified.										Income	-	-	No impact on service users
E&L	Regulatory Services		42	Additional income from highway licensing and management fees arising from major regeneration projects										Efficiency	-	-	No impact on service users
E&L	Environment	South dock Marina	43	All marina fees reviewed and increased in line with MTRS and to ensure movement towards rates that are consistent with similar facilities in inner London over time.										Income	-	-	No impact on service users
E&L	Leisure	South Dock Marina	44	Redevelopment and potential expansion of marina facilities in Greenland Dock.										Income	-	-	No impact on service users under initial screening. Subject to consultation, further detailed analysis and planning process as the proposal develops.
E&L	Environment	PR projects	45	Introduction of 2 approved CPZs Canada Water and North Dulwich and Denmark Hill).										Income	-	-	No impact on service users
E&L	Environment	EHTS	47	Implementation of the Additional Licensing scheme for Houses in Multiple Occupation (HMOs) under the Housing Act 2004 and Selective Licensing scheme under the Housing Act 2004 in Southwark from 1 January 2016.										Income	-	-	No negative impact on service users
E&L	Environment	Waste & transport	53	Reduce opening hours of HWRC										Saving	-	-	Initial screening suggests that there are no inherent impacts on particular protected characteristics arising from this proposal
H&M	Resident Services		57	Procurement efficiencies - Sheltered Wardens, Resettlement and Supported Accommodation										Efficiency	-	-	Initial screening suggests that there are no inherent impacts on particular protected characteristics arising from this proposal
Housing & Modernisation (H&M)	Communities		62	Contract efficiencies VCS commissioning										Efficiency	-	Yes	Full EA completed. No negative impacts identified at this stage.
H&M	Customer Experience		64	Service reconfiguration/rationalisation - Customer Services										Efficiency	-	-	In accordance with the council's digital strategy, we are moving ahead with plans to deliver services digitally. Customers accessing services on-line is increasing month on month and accessibility to council services on-line is also improving. Support is available to those who require assistance with on-line access. There is no evidence that this will have an impact on particular protected characteristics.
H&M	Customer Experience		65	IT contract efficiencies - Customer Services										Efficiency	-	-	This saving has been achieved through the re-letting of an IT systems contract. There is no impact on service users.
H&M	Central Functions		68	Mortgage portfolio - council landlord provision, necessitates redirection to HRA										Efficiency	-	-	No impact on service users or staff
H&M	Central Functions		69	Staged reduction in legal contingency budget										Efficiency	-	-	No impact on service users or staff
H&M	Information, data and systems		71	IT user volume reduction / control.										Efficiency	-	-	Initial screening suggests that there are no inherent impacts on particular protected characteristics arising from this proposal
H&M	Information, data and systems		72	Contract renegotiation / cost reduction- systems support..										Saving	-	-	Initial screening suggests that there are no inherent impacts on particular protected characteristics arising from this proposal
H&M	Modernisation (IDSD)		73	MFD and telephone call volume reduction/control										Efficiency	-	-	No impact on service users or staff
H&M	Modernisation (IDSD)		74	Contract renegotiation / cost reduction - voices/data, hosted services and secure login system										Efficiency	-	-	No impact on service users or staff
H&M	Modernisation (IDSD)		75	Contract renegotiation / cost reduction - software licences										Efficiency	-	-	No impact on service users or staff
H&M	Modernisation (CFM)		76	Operational estate rationalisation programme										Efficiency	-	-	No impact on service users or staff
H&M	Modernisation (CFM)		77	FM services re-procurement										Efficiency	-	-	No impact on service users or staff
H&M	Modernisation (CFM)		78	Contract renegotiation / cost reduction - postal services										Efficiency	-	-	No impact on service users or staff
H&M	Modernisation (CFM)		79	Reconfigure staff catering arrangements										Efficiency	-	-	No impact on service users or staff

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H&M	Modernisation (CFM)		80	Stationery/consumables volume reduction/control										Efficiency	-	-	No impact on service users or staff
H&M	Modernisation (CFM)		81	Review of operational opening times and workspace charges for 160 Tooley Street										Efficiency	-	-	No impact on service users or staff
H&M	Modernisation (CFM)		82	Review of cleaning and security service levels across operational estate										Efficiency	-	-	No impact on service users or staff
H&M	Modernisation (CFM)		83	Review of removals and storage arrangements										Efficiency	-	-	No impact on service users or staff
H&M	Modernisation (CFM)		84	Delivery of FM capital planned preventative maintenance programme across operational estate.										Efficiency	-	-	No impact on service users or staff
H&M	Communities		85	Contract rationalisation/reduction VCS commissioning.										Saving	-	-	Initial screening suggests that there are no inherent impacts on particular protected characteristics arising from this proposal
H&M	Customer Experience		87	Move to online only provision for some appropriate non emergency services - Customer Services										Saving	-	-	In accordance with the council's digital strategy, we are moving ahead with plans to deliver services digitally. Customers accessing services on-line is increasing month on month and accessibility to council services on-line is also improving. Support is available to those who require assistance with on-line access. There is no evidence that this will have an impact on particular protected characteristics.
H&M	Customer Experience		89	Reduced project capacity- Customer Services										Saving	-	-	A reduction in the projects budget available to the service improvement teams. There has no impact on particular protected characteristics.
CE	Planning		93	Pilot scheme on planning notification methods with specific concentration on the most effective means of consultation.										Efficiency	-	-	Initial screening suggests that there are no inherent impacts on particular protected characteristics arising from this proposal
CE	Local Economy		96	Maximise use of external funding to fund local economy activity										Income	-	-	Initial screening suggests that there are no inherent impacts on particular protected characteristics arising from this proposal
CE	Planning		99	Additional CIL service charge income arising from continuing stream of developments										Income	-	-	Initial screening suggests that there are no inherent impacts on particular protected characteristics arising from this proposal
CE	Planning		100	Additional planning fee income in line with continued increase in demand and increase in fees										Income	-	-	Initial screening suggests that there are no inherent impacts on particular protected characteristics arising from this proposal.
CE	Planning		101	Review of fees for pre planning advice										Income	-	-	Initial screening suggests that there are no inherent impacts on particular protected characteristics arising from this proposal.
CE	Planning		102	Provision of additional in-house planning consultancy for council projects										Efficiency	-	-	Initial screening suggests that there are no inherent impacts on particular protected characteristics arising from this proposal.
CE	Regeneration		103	On-going review of commercial rents to renew and replace leases and to reduce running costs										Efficiency and income	-	-	Initial screening suggests that there are no inherent impacts on particular protected characteristics arising from this proposal.
CE	Regeneration		104	Charging for services provided through partnerships regarding major projects										Income	-	-	Initial screening suggests that there are no inherent impacts on particular protected characteristics arising from this proposal.
F&G	Exchequer Service		108	Use alternative to Royal Mail for postage, this relates to statutory (essential) correspondence including bulk mailings & promotion of digital by default processes (e-billing)										Income	-	-	No impact on service users or staff
F&G	Exchequer Service		114	End paper payslip production for all staff using employee self serve (ESS) and provide alternative payslip provision for those without access to ESS.										Income	-	-	No impact on service users or staff
F&G	Law & Democracy		116	Cease or reduce undertaking work upon which service departments place a low priority, or if services can be obtained more cheaply externally.										Saving	-	-	Initial screening suggests that there are no inherent impacts on particular protected characteristics arising from this proposal
Finance & Governance (F&G)	Law & Democracy		118	Review fees through revised service agreements with client departments										Income	-	-	No impact on service users or staff
F&G	Law & Democracy		119	Review training provision to take advantage of low cost and free provision via contracts										Income	-	-	No impact on service users or staff
F&G	Exchequer Service		121	Internal enforcement agents for debt recovery, retaining initial £75 fee										Income	-	-	No impact on service users or staff
F&G	Exchequer Service		122	HB overpayment recovery										Income	-	-	No impact on service users or staff
F&G			123	Review of existing debt structure for 160 Tooley Street for 17/18 onwards										Adjustment	-	-	No impact on service users or staff
F&G			124	Review of councils minimum revenue position in order to reduce revenue costs subject to agreement with external auditors.										Adjustment	-	-	No impact on service users or staff
<b>Proposals where initial screening has identified some potential equality impacts on service users (positive and negative)</b>																	
C&A	Adult Social Care	Learning Disabilities	4	Review of non direct care cost for people with learning disabilities to ensure that support is appropriate, in line with policy, best practice and value for money. After completion of the review Southwark will remain a top quartile authority for expenditure.										Saving	-	-	Potential negative impact identified as GREEN/Low Likelihood of Serious impact at this stage. Longer term, it is anticipated that vulnerable clients will live in more suitable accommodation with support, providing more personalised community services
C&A	Adult Social Care	Mental health accommodation	5	Reconfiguration and reorganisation of Mental health teams to support modernisation of the service.		x								Saving	-	-	Potential negative impact identified as GREEN/Low likelihood of serious impact at this stage. Longer term, it is anticipated that vulnerable clients will live in more suitable accommodation with support, providing more personalised community services Where potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment policies.
C&A	Adult Social Care		6	Rationalisation of in-house provider units.					x					Efficiency	-	-	This proposal supports the Council's strategic priority of supporting people to live as independently as possible. This is expected to have a positive impact on people with disabilities, some of whom may be aged over 65.
Children's & Adults (C&A)	Adult Social Care		11	New Contributions Policy in line with Care Act, introduced October 2015	x	x			x		x			Income	-	Yes	The main aim is to ensure a fairer and more consistent approach to all service users. New Policy follows the introduction of new legislation. Some positive and negative potential impacts identified, mitigating action in place in every case, including safeguards within the Care Act.
C&A	Education		17	Improved efficiency and value for money from reconfiguration of youth and play services in advance of transfer to Environment & Leisure . Amend parking permit charges to encourage the use of less polluting vehicles.	x	x								Efficiency and Saving	Yes	Yes	Potential impact reduced by the voluntary sector provides a range of alternative service for young people of all ages. Opportunities for young people with disabilities are being signposted to SEND local offer. As detailed proposals are brought forward and implemented further analysis will take place. Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
E&L	Environment	Parking	46			x								Income	-	-	Potential impacts for disabled people initially identified as GREEN/Low Likelihood of impact
<b>Proposals where the potential impacts fall predominantly on council staff</b>																	
C&A	Strategy and Commissioning		1	Restructure necessary to support updated commissioning and IT strategies										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
C&A	Strategy and Commissioning		2	Review of existing and planned contracts to achieve best value and to ensure best practice.										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.

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C&A	Adult Social Care		3	Reorganisation of Adult Social Care to support modernisation of the service.										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
C&A	Education		7	Review of Pupil Access, Transport Admissions and parent partnership.										Efficiency	-	-	No impact on service users. Work being absorbed by other staff
C&A	Education	Early help	9	Reconfiguration of early help functions.										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
C&A	Childrens and Adults	Community Safety Partnership	10	Review of Community Safety Partnership service organisation structure.										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
E&L	Leisure	Events	18	Review of events management with a view to increasing commissioning and associated restructure of the events team										Efficiency	Yes	-	Initial screening suggests that there are no inherent impacts on particular protected characteristics arising from this proposal. Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
E&L		Heritage	19	Refocus heritage team in preparation for the development of new facilities.										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
E&L	Leisure	Libraries	20	Review library management and staffing structures.										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
E&L	Leisure	Arts	21	Review the Arts grants and management structure.										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
E&L	Culture		23	Review use and management of Kingswood House with continued library service										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
E&L	Environment	SASBU/Licencing & Noise	25	Reconfiguraion of divison into functionally flexible and adaptive teams with a multi-disciplinary approach in responding to council priorities.										Saving	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures. Was 17 posts; now 14 as higher grades leaves.
E&L	Waste & Cleaning		26	Review of Environment division management/staffing structure										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
E&L	Service development		29	Savings arising from senior management reorganisation.										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
E&L	Leisure	Leisure	33	Review Leisure management structure										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
E&L	Parks & leisure		36	Review of the new parks and leisure management structure										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
E&L	Environment	Street cleaning	48	Stop night mechanical sweeping with loss of one post										Saving	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
E&L	Environment	Street cleaning	49	Review cleaning service management arrangements.										Saving	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
E&L	Environment	Street cleaning	50	Reduced frequency of litter picking and sweeping of some residential roads.										Saving	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
E&L	Environment	Street cleaning	51	Stop overnight fly tip clearance provison and move to stricter enforcement regime.										Saving	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
E&L	Environment	Waste & transport	52	Reduce waste service communications programme.										Saving	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
E&L	Leisure	Parks	55	Reduce tree inspection frequency and intervention levels										Saving	-	-	No impact on service users
E&L	Parks & leisure		56	Reduced hours of late litter collection in parks related to campaign to encourage responsible behaviour										Saving	Yes	-	
H&M	Resident Services		58	Service reconfiguration/rationalisation - Supported Accomodation										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
H&M	Asset Mgt		60	Service reconfiguration/rationalisation - Handypersons and Aids and Adaptations										Efficiency	-	-	No negative impacts identified
H&M	Communities		61	Service reconfiguration/rationalisation - Neighbourhoods Team and divisional running costs										Efficiency	Yes	-	No impact on service users. Work being absorbed by other staff
H&M	Customer Experience		63	Service reconfiguration/rationalisation and procurement efficiencies-merged Housing Solutions/Temporary Accommodation										Efficiency	Yes	-	The proposal is intended to deliver improvements in the customer journey for those with housing needs. It brings together two services which currently contribute to the process of housing solution and there will be efficiencies achieved through streamlined management and processes. The proposals have no impact on service users.
H&M	Customer Experience		66	Service reconfiguration/rationalisation - My Southwark Service Points										Efficiency	Yes	-	These are proposals to close the two least used face to face service; Market Place and Kingswood. Alternative face to face services remain available and are easily accessed by regular bus services. Alternative provision is also being made available in libraries very close to the sites being closed. There is no evidence that this will have an impact on particular protected characteristics.
H&M	Modernisation (CFM)	Postal services	70	Service reconfiguration / rationalisation. Anticipated saving £190k										Saving	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
H&M	Communities		86	Reorganisation of community participation/civic office										Saving	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
H&M	Customer Experience		88	Reduced staffing - Customer Services										Saving	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
H&M	Customer Experience		90	Replacement of My Southwark Service Point at Market Place with My Southwark Homeowners Service										Saving	Yes	-	These are proposals to close the two least used face to face service; Market Place and Kingswood. Alternative face to face services remain available and are easily accessed by regular bus services. Alternative provision is also being made available in libraries very close to the sites being closed. There is no evidence that this will have an impact on particular protected characteristics.
H&M	Customer Experience		91	Reduced staffing - Customer Resolution										Saving	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
Chief Executives (CE)			92,94,95,97&98	Review of staffing structure of all services across the department										Saving	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
F&G			105, 115, 117, 120	Review of staffing structures in all services across the department										Saving	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
F&G	PFS&FIG		106	Fundamental review of service including potential integration within professional finance and legal teams and realignment of CIPFA trainee functions following restructure of Professional Financial Services										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.

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F&G	Exchequer Service		107	Reduction in Revenue and Benefits (R&B) (workforce vision). On-going transformation of R&B organisational structure, in support of digital by default initiative/future Universal Credit rollout. Accompanied by staff development & modernisation of operational ways of working.										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
F&G	PFS&FIG		106	Fundamental review of service including potential integration within professional finance and legal teams and realignment of CIPFA trainee functions following restructure of Professional Financial Services										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
F&G	Exchequer Service		107	Reduction in Revenue and Benefits (R&B) (workforce vision). On-going transformation of R&B organisational structure, in support of digital by default initiative/future Universal Credit rollout. Accompanied by staff development & modernisation of operational ways of working.										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
F&G	Exchequer Service		109	Restructure FTSS-review and rationalise FTSS structure in the context of an increase in electronic transactions. Review of key processes, supporting IT and productivity levels within the area.										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
F&G	Exchequer Service		110	Housing Benefits Processing - implementation of Universal Credit reduced the volume of staff required for processing HB.										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
F&G	Exchequer Service		111	Local support services - reduction in support activities and integration of new income collection functions to provide economies of scale in the rightfully yours and similar teams.										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
F&G	Exchequer Service		112	Debt reduction/income collection efficiencies - following realignment of services with housing functions.										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
F&G	Exchequer Service		113	Move towards becoming a cashless council by 2017/18 including review of bullion office services.										Efficiency	Yes	-	Potential impacts on staff identified. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.