

Budget 2017-18: Equality Impact Assessments – update on Mitigating Actions (2017)

Economy, Environment and Culture

Service Area	Economy, Environment and Culture - Parking & Network Operations	2. Proposal No. 21
<p>Key actions to reduce negative impacts</p>	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p>	<p>UPDATE 2017</p>
	<p>Officers will work to ensure any increase in fees will avoid negative impacts as much as possible. Fee increases are being targeted at areas where parking is at capacity to help provide drivers with better access to currently congested areas. Surplus parking income is mainly spent on providing free bus passes for elderly and disabled people. If we remove the 50% discount for suspensions which applies after 8 weeks as proposed in the fees and charges report, the saving generated could be used to introduce a 50% discount for community organised events of an estimated attendance of less than 15,000.</p> <p>Continue with Blue Badge fraud investigation work to protect disabled/accessible bays from misuse.</p>	<p>Officers have worked hard to ensure that that the increase in fees avoided negative impacts. In fact by increasing costs in some areas such as Brunswick & Adelaide this allowed more opportunities to visitors in the area such as for the elderly, disabled people or the vulnerable parking late at night.</p> <p>The additional income is used towards providing free parking for elderly and disabled people while we have introduced a 50% discount for community organised events of less than 15,000 which has meant benefits to all groups in society.</p> <p>We have also continued to increase investigations into blue badge fraud using additional income for an extra investigator to protect disabled / accessible bays for misuse.</p> <p>Overall the savings have seen less negative impacts and more benefits to certain groups in society.</p>

Regular review meetings are held to review on-street and off-street parking usage. We have recently applied for and been awarded People's Parking accreditation. This scheme was set up by Helen Dolphin MBE, disability rights campaigner to provide independent feedback about the facilities and public car park experience from a disabled user perspective, with regular monitoring and reviews.

1. Service Area	Economy, Environment and Culture - Transport – Supported Bus Routes	2. Proposal No. 22
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <p>Due to the geography of the city and the outlying areas that are served by these services there would be little the council could do to offset the impacts of cuts to these. The council has a statutory obligation to provide home-to-school-transport where the distance is over three miles. However this can be in the form of a key card enabling the use of commercial services where available.</p> <p>A full EIA on the impacts relating to all protected characteristics would be required if the termination of these services is agreed as part of the budget saving</p>	<p>UPDATE 2017</p> <p>Additional funding was agreed for the supported bus budget from savings made in concessionary fares which enable contracts to be secured that will continue existing service levels.</p>

1. Service Area	Economy, Environment and Culture - Cityclean and City Parks – sport and leisure facilities	2. Proposal No. 23
7. Key actions to reduce negative impacts	What actions will you take to reduce / avoid potential negative impacts and increase positive impacts?	UPDATE 2017

	<p>Opportunities for alternative service delivery will be explored with stakeholders and will vary depending on the service or facility.</p> <p>Alternative methods of service provision will be explored with stakeholders to try to prevent closure of facilities and where possible improve access. For example sports groups can take over certain facilities and have done so successfully in a number of cases including a number of bowls clubs.</p> <p>In relation to allotments subsidies are in place for people in receipt of disability benefit and these should be retained to minimise impacts.</p> <p>Phasing of proposals over a number of years will maximise opportunities for transition rather than closure.</p> <p>Some of the traditionally male dominated sports clubs that have gone for greater autonomy have made major progress in getting women involved in the sports since they have had greater control, this is particularly evident in rugby and cricket. Other clubs will be encouraged to follow this example.</p>	<p>Very little has been finalised with service users. The current direction of travel does not have significant equalities implications.</p>
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1. Service Area	Economy, Environment and Culture - Royal Pavilion & Museums	2. Proposal No. 25
	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <p>Continue to ensure that rooms used for work with community groups are primarily used for this purpose and hirings to other groups (eg: language schools) are at times when community work doesn't take place (school holidays etc) - monitor impact of this.</p> <p>The guide for visually impaired people is a different unit from standard audio guide stock so levels on site of these units will not</p>	<p>UPDATE 2017</p> <hr/> <p>Continue to ensure that rooms used for work with community groups are primarily used for this purpose and hirings to other groups are at times when community work doesn't take place.</p> <p>Impact of fewer audio guides continues to be monitored - to date not having an adverse effect.</p>

	<p>be reduced. There will be fewer audio guides available to hire. Explore book ahead options for audio guides publicised via the website to ensure units reserved and monitor impact. Mobile app use is being explored and extended, providing another option to download the audio guide.</p>	
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Finance & Resources

1. Service Area	Finance & Resources - Revenues & Benefits – digital programme	2. Proposal No. 30
<p>286</p> <p>7. Key actions to reduce negative impacts</p>	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <p>The service has direct awareness through its benefit and welfare reform work and the capacity to recognise cases of potential digital exclusion and adapt its individual or collective service accordingly.</p> <p>As with any change in the benefits service there has been careful consideration in the proposals to the impact on service capacity. Not only are there customer implications in under resourcing the service or not having resilience to deal with increases in demand, but significant financial repercussions that could be counter productive to the saving intent and impact on other council services.</p> <p>The service has a continual programme that focuses on the rationalisation of existing resources to maximise the value of first contact with the customer and minimise double handling, error and cost. This work encompasses the intelligent use of technology in terms of automated communication with other benefit agencies and online claiming.</p> <p>In terms of the transformation careful consideration has to be given to how this is supported in terms of the operational and cultural changes for staff and in terms of the service provision change for</p>	<p>UPDATE 2017</p> <p>The roll out of digital services is gradual and the provision of traditional customer contact channels is still in place. There will be some reduction in counter provision later in the year and this is being carefully planned to mitigate any customer impact.</p> <p>It is now known that the extensive phased roll out of Universal Credit (UC) begins in October this year and as this system has a high on-line dependency this will confront some of our citizens with a much more immediate channel shift challenge than our own digital programme does.</p> <p>The preparatory work for Universal Credit has been subject to a separate report to the NICE committee and has its own EIA. The structure for UC support is similar to that required for our own digital programme and therefore of extended value.</p>

customers and their behavioural change to adapt to it.

The service is being supported in delivering its digital programme by Digital First (it is effectively one of the pioneer services for the corporate programme) and Customer Insight who are supporting the transformation. Lessons learnt are being compiled from other authorities who are further ahead on their digital transformation. The progression is iterative and incorporates learning and adaptation as it progresses. In June 2016 Digital First produced an Equalities Audit Report with an action plan based on recommendations to improve data collection and reporting on protected characteristics.

The key service for the support of digital delivery is the Library Service. The Library Service has been redesigned to an enabling with the strategic intent of working with the voluntary sector across the cities libraries to support citizens in becoming confident to self help using services and accessing information on the internet. This network provides the platform for the digital transformation of revenues & Benefits and the services that follow it. It is designed to be inclusive and tackle the identified groups of digital exclusion.

The transition to a full digital offer will take 3+ years and it is only in 2019/20 that other options for customer contact are sizeably reduced. Consequently the impact on those who are currently digitally excluded will be minimal.

Specific actions:

Disability: The corporate approach to digital support through the libraries reaches out into communities and is designed to improve customer digital confidence and competence. The service is often aware of individual disabilities, normally because of benefit entitlement, and provides and has access to specialist support around vulnerabilities. The digital rollout will use this information to ensure suitable sensitivity and support.

Child poverty: For low income families the corporate approach to

	<p>digital support may extend to identification of digital exclusions in Families, Children and Learning and specific actions as a result. The service has direct awareness through its benefit and welfare reform work and the capacity to recognise cases of potential digital exclusion and adapt its individual or collective service accordingly. Managing this group as part of the transformation is important to the success of the programme.</p>	
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1. Service Area	Finance & Resources - Revenues and Benefits – council tax reduction	2. Proposal No. 31
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <p>If these possible changes are adopted into the CTR scheme the Revenues and Benefits service will:</p> <ul style="list-style-type: none"> • Ensure the provision of clear communications about the change so people have time to prepare. This will include making information available according to need whether that is through 121 conversations or translations. This will include providing specifically targeted and tailored information for specific groups to organisations which support people with protected characteristics. • Continue to provide a discretionary fund which can be used to increase the amount of CTR anyone can get if they face exceptionally difficult circumstances. • Ensure there is availability of advice within the city so people can receive help dealing with benefits, payment of council tax, budgeting and moving towards work services throughout the city. • Ensure staff and advice services are skilled to advise people on the other statutory council tax discounts customers may be entitled to which would help mitigate some of the impacts reduction of funding for CTR These include the discounts of 25% available for single occupants and the 100% discount 	<p style="text-align: center;">UPDATE 2017</p> <p>£49,000 of CTR has been awarded as at July 2017 and 30 additional 100% discounts for severe mental impairment have been awarded in the first quarter.</p> <p>The welfare reform project team are working at strengthening the advice and support provision in the city in preparation for Universal Credit.</p> <p>Sample work on council tax collection has not identified any specific area of concern in relation to CTR changes although the level of collection is behind target.</p>

	which is referred to in legislation as being for people who are severely mentally impaired	
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Families, Children and Learning

1. Service Area	Families Children & Learning Directorate - Health, SEN & Disability – review of contracted services	2. Proposal No. 1
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	<p>Disability: Some services, particularly training for parents, are being brought in-house for LA specialist staff to deliver and therefore the service will not be lost. Funding for support to families to make applications for Disability Living Allowance via AMAZE will be continued for a further year.</p> <p>Age: this proposal affects children and young people with disabilities we will work collaboratively with community and voluntary sector groups to minimise any negative impacts :</p> <p>Other: Carers of children and young people with disabilities will continue to be supported.</p>	<p>Contract reviews took place and adjustments have been implemented to achieve efficiencies.</p> <p>Contract reviews take place to monitor contact performance – this includes feedback from people using services.</p>

1. Service Area	Families Children & Learning Directorate - Health, SEN & Disability – short breaks and respite, agency placements, Drove Road and Tudor House	2. Proposal No. 2
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	To mitigate the impact of a reduction in short break residential options at Drove Road and Tudor House, plans are in place to offer an extension of other short break options, to increased extended	Services have worked together to mitigate risk and to support young people and their families by providing a range of short break options.

	<p>day provision from the new special school integrated hubs, and better use of direct payments will be put in place with improved recruitment and training of personal assistants.</p> <p>The Children's Disability Service has adopted the FACE resource allocation system which provides a transparent and equitable system for allocating short break and respite provision. Particular stresses and burdens on families are picked up through this assessment system and will allocate differential resource for eligible families accordingly.</p>	<p>Integrated HUBs / extended day options will not be in place until 2018.</p> <p>Working with CVS providers to extend range of services families can use Direct Payments for.</p> <p>Maximising use of existing residential short breaks to reduce need to longer term residential placements. This has proved challenging as a number of young people's / families' needs have increased over the last 6 months.</p> <p>Monitoring via the Resource Panel.</p>
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1. Service Area	Families Children & Learning Directorate - Health, SEN & Disability – Learning Disabilities Community Care Budget	2. Proposal No. 2a
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <p>The Care Act asks for more than just Adult Social Care to look to offer support to people, instead recognising that a city-wide approach much be embraced encompassing all services from housing through to leisure to enhance the lives of vulnerable people.</p> <p>Therefore, a new asset based approach is needed, a fundamental and radical rethink to help develop a new conversation with the public about how people, friends and families as well as communities can help people to remain independent.</p> <p>The integration agenda with health gives opportunities to reduce duplication and work in a more joined up way to proactively identify those people who may be at risk of going into hospital or residential</p>	<p style="text-align: center;">UPDATE 2017</p> <p>Some people have been enabled to move on to more independent accommodation which is also less restrictive, thus releasing housing capacity for people with higher needs.</p> <p>Social Workers continue to promote assistive technology to reduce the level of supervision some people experience in their own homes and in the community.</p> <p>Young people's needs are identified and monitored from 14 years old onwards to ensure the availability of provision as Adults.</p>

care and thus manage risk, help people to live life and have a good death. Together we will ensure improvements in consistency particularly around the giving of information and advice to service users in how to access information, and get support to manage their own care needs.

We aim to carry this out by:

- Providing individuals living with families support to manage and sustain their care arrangements for as long as possible.
- Ensuring the right level of support takes place in the most appropriate setting; maximising independence, health and wellbeing.
- Continuing to offer personal budgets to clients to meet support needs in cost effective way, and promoting direct payments as a means of stimulating more creativity and choice about how people can meet their eligible needs.

Technology must be available for people to be supported remotely and in a modern way from telecare through to telehealth and other technologies and a raft of equipment which can help people remain independent.

A new reviewing framework will invite our partners to join us in reviewing people in a timely way and is intended to release care capacity and target those most in need.

New and VFM commissioning of appropriate supported living and accommodation services for people with Learning Disabilities will add to the savings in the long term and increase the quality of life for a small but significant cohort of people.

A new reviewing framework across Adult Social Care of our

Independent Sector Providers, which includes integrating a digital platform for Performance, Activity and Quality information, will invite our partners to join us in ensuring we only gather and report on information that is needed in a timely way, and help us to ensure support is outcome focused, and resources are directed to those that are most in need.

An enhanced crisis provision service within CLDT will provide targeted prevention work to the highest need service users in the city, working to prevent hospital admissions and placement breakdowns, which can result in higher cost placements being required in the future.

The Service will comply with the new Accessible Information Standards (S.250) of Health and Social Care Act 2012.

Commissioners across Children’s and Adults services will work together with providers to prioritise assignment of resources, and ensure that the additional focus on all protected groups can continue.

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1. Service Area	Families Children & Learning Directorate - Learning Disabilities Accommodation Services – Supported Living	2. Proposal No. 5
7. Key actions to reduce negative	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017

impacts	<ul style="list-style-type: none"> • All service users with a learning disability who have a statutory entitlement to ASC and who need accommodation provided to meet their needs will continue to receive services. • There has been a three month consultation with service users to ensure that their service can continue to meet their needs. • The three month consultation included Carers advocates and their families • It will also look at needs on an individual basis • Ensure good handovers to new care providers. • Plan transition to new accommodation where there is a relocation of the service planned (one service) 	<p>There were delays to the reprocurement processes and in relation to phase 1 a contract for 4 Supported Living Services was awarded and services transferred on 1/7/17. A contract in relation to Residential Care Homes was not awarded. Phase 2 supported living has also been delayed with a transfer now unlikely to take place during 17/18.</p> <p>Phase 1 supported living – working closely with new provider Grace Eyre to ensure smooth transition.</p> <p>Relocation of x1 service has been paused so further consideration can be given to maximising use of properties.</p> <p>Savings target has been reduced to take account of delays in reprocurement</p>
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1. Service Area	Families Children & Learning Directorate - Music & Arts	2. Proposal No. 6
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <ul style="list-style-type: none"> • Whilst ensuring that opportunities provided by the service are sustainable the fee structure will be set so that any increases in charges will kept to an absolute minimum • The service will retain subsidies for families on low incomes of 80%, 50% and 20% to support access to music opportunities in the city • The service will continue to offer a first access programme to every Primary school of a minimum of one term's instrumental tuition for each child in a specified year group, free at the point of delivery • The service has developed a service level agreement with the Virtual School for Children in Care that prioritises 	<p style="text-align: center;">UPDATE 2017</p> <p>NB: this service is no longer within the council.</p>

	<p>opportunities for Looked After Children and ensures that tuition is provided free of charge</p> <ul style="list-style-type: none"> • The service will continue to signpost families to organisations that can support with grant funding such as the Brighton & Hove Music Trust, Encore and the Pebble Trust • The service will be continuing to prioritise opportunities for children with Special Educational Needs and Disability through a programme of free workshops and the inclusive ensemble o360. Funding has been allocated to provide opportunities for children with SEN/D and individual tuition is also offered where this better meets individual needs. • Targeted programmes will be offered to schools identified as having the lowest numbers of pupils engaging in music • The service will explore other potential sources of funding such as working with schools to use Pupil Premium as a means of supporting access to tuition. 	
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1. Service Area	Families Children & Learning Directorate - Youth Service	2. Proposal No. 7
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <p>A consultation with young people is underway and will inform an understanding of the impact and inform any service redesign. The outcome of the consultation will be made available to inform the decision on the budget, and be utilised to update the EIA as needed.</p> <p>Identify funding that we believe is going to be available locally to ensure that it meets the needs of the most vulnerable young people and protected groups. Influence and shape funding and other activities to ensure that they meet the needs of diverse young</p>	<p>UPDATE 2017</p> <p>Following budget council the proposed reduction was significantly changed so that the proposed reduction of £700k was reduced to £255k as a permanent saving, as from April 2018.</p> <p>A number of posts were deleted during 2016-17 in order to relieve an underlying budget pressure of £100k.</p> <p>The consultation with young people was effective and</p>

people, especially those who are most vulnerable. Specifically as part of the City Employment and Skills Plan a Services Action Group has been established which has as one of its core aims to identify current funding regimes and explaining emerging ones with specific reference to the projects funded through the Building Better Opportunities Programme which is European Social Fund match funded by the Big Lottery, which are starting to roll out in the Coast to Capital area. There are six projects which cover the Brighton & Hove area and the primary project delivering to young people is being run by Barnardo's and aimed at 16-24. There is a further call out via the Local Enterprise Partnership (LEP) for applications to support young people in the area, who are not in education employment or training, with specific reference to Special Educational Needs and care leavers.

There is an opportunity to work with Sussex Learning Network who have been granted significant funding to support young people in the most deprived areas of Sussex including Brighton and Hove, into higher education. This is part of the National Collaborative Outreach Programme funded by HEFCE. There is scope to deliver this in ways to support re-engagement, resilience and keeping young people in an educational setting.

Support from organisations such as Community Works will continue to be available to CVS to explore alternative funding strategies which are less / non reliant on LA funding. Council will communicate opportunities for alternative funding where available. Information and links will continue to be available for young people friendly activities provided by other BHCC departments, and organisations in the city such as uniformed and faith based groups, the music and arts service

The Outdoor Education Advisory support service has moved into a traded service for schools and other centres.

helped influence the thinking at Budget Council, the outcome being that there was a significant reduction in the anticipated savings.

There is also going to be a cross-party working group set up to explore how to continue to engage with young people who took part in the Youth Consultation, with the aim of giving a voice to young people.

Following Budget Council, the envisaged removal of funding for the Voluntary Sector did not happen and a Voluntary Sector Youth Services Grants Programme was launched, which will commence in October 2018. This programme is hoped to run for 30 months and is supported financially by HRA contributions. There are clear outcomes for all of these grants, supporting the needs of vulnerable young people in the city.

Funding has been secured from Sussex Learning Network, to deliver intensive Information, Advice and Guidance to those students from the 4 wards with the highest levels of deprivation in the city. The aim of this programme is to support these young people into level 3 and 4 qualifications, giving them opportunities that they would be unlikely to achieve, without these interventions.

The in-house Advocacy and Participation team will work with the Voluntary sector to consult with young people as to help inform them of what services are available locally and consider how best to deliver this information to young people.

Following an application to the Sussex Learning Network, as part of the National Collaborative Outreach Programme, a 1 year funding grant was

	<p>The Duke of Edinburgh award scheme will continue to be delivered by schools in Brighton & Hove Schools. The in-house support to vulnerable young people who can't access the award through schools, e.g. those attending the PRU or special needs schools, will be cut.</p> <p>Where possible the intention is to protect funding for work with young people with specific protected characteristics. From the available budget priority will be given to the funding of targeted work relating to disabled, BME and LGBT young people, informed by consultation with providers.</p> <p>This budget is not the only budget which funds services for young people. Specialist services for vulnerable young people in the city will remain notwithstanding the current budget cuts. These include the Extended Adolescent service, the Youth Offending Service (YOS), RU-OK?, the social work Adolescent Pod, the Youth Employability Service (YES), the youth advocacy service for looked after children, Cherish, Extratime Ltd, CAMHs.</p>	<p>awarded, to support the Duke of Edinburgh and the Arts Awards Teams, who work with vulnerable young people to achieve qualifications, outside of the school setting.</p> <p>As part of the Voluntary Sector Youth Service Grants Programmes, dedicated funding to support young people with protected characteristics has been ringfenced. In addition as part of the wider programme, all applicants are required to work with specialist groups to ensure an combined and integrated offer. The in house Participation and Advocacy team has some additional dedicated resource to support Children in Care.</p> <p>The Advocacy and Participation Service will now sit with the Integrated Team for Families, and will work in partnership with a range of both in-house services, but also build on close links with the range of Voluntary Sector Organisations. The in-house services will continue to identify external funding opportunities to support its services and continue to work collaboratively with partners.</p> <p>Monitoring and evaluation: As the Voluntary Sector will now have access to the Grants Programme which will be awarded and commence from October 1st 2017, there will be a management committee set up with both VS organisations plus in-house officers, to continue to monitor the outcomes to ensure they impact positively on vulnerable young people in the city.</p>
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<p>1. Service Area</p>	<p>Families Children & Learning Directorate - Children's Centres - universal groups and income</p>	<p>2. Proposal No. 8</p>
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7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	<p>The Brighton Unemployed Centre Crèche is registered to receive funding for free childcare places for two year olds and will be encouraged to increase the use of this funding in the future.</p> <p>Reviewing universal groups will take account of the number and level of disadvantage of children and families attending the groups, whether more groups can be supported by volunteers and what other groups are available locally.</p> <p>All disabled two year olds eligible for the Disabled Living Allowance are entitled to free childcare places.</p> <p>From September 2016 3 and 4 year olds with working parents can access 30 hours of free childcare a week – helping families living in poverty to access work.</p>	<p>The Crèche have promoted free childcare places for two year olds but have not yet claimed any funding. Parents either choose to send their children to other nurseries or only attend for short periods of time because they are transitory. The Early Years and Childcare Team are giving advice to the crèche on future sustainability.</p> <p>The review of children’s centre groups has been delayed to the autumn and extended to consider all groups including those delivered in partnership with the Sussex Community NHS Foundation Trust. The review will consider whether the most disadvantaged children attend and the extent to which groups improve outcomes.</p> <p>In the summer term of 2017 19 children two year olds qualified for a free childcare place on the basis of their DLA.</p> <p>The new entitlement starts in September 2017. As at August 2017 150 childcare providers in the city have signed up to deliver 30 hours and parents have applied for eligibility codes for 1000 children</p>

1. Service Area	Families Children & Learning Directorate - Early Years and Childcare: qualification bursary, database and sustainability funding	2. Proposal No. 9
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<p>7. Key actions to reduce negative impacts</p>	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p>	<p>UPDATE 2017</p>
	<p>New apprenticeship funding mechanisms should provide suitable alternative funding for childcare qualifications. There is, however, current uncertainty about how this will affect childcare providers and whether the funding will be enough. The Government is expected to publish a workforce strategy for the sector which may clarify the funding situation. The local authority will lose any influence on the quality of the provision of early years qualifications in the city but will seek to work with training providers to keep courses affordable and will actively promote apprenticeship funding to childcare providers in the city.</p> <p>Early Years and Childcare team will work with providers to ensure apprenticeship funding is accessible for all people and quality is maintained</p> <p>The Early Years and Childcare Team provides training and sign posting to business support for childcare providers to increase their sustainability.</p>	<p>The Early Years and Childcare team has promoted apprenticeship funding as the main route for access to qualifications in the early years sector. The early years provider meetings in the autumn are an opportunity to re-promote and do an initial check-in about take-up. Early Years and Childcare Team will carry out a Survey Monkey audit of providers using in January 2018 to fully evaluate take up and quality.</p> <p>Business support workshops have taken place over the summer term and website tools are regularly updated and promoted.</p>

<p>1. Service Area</p>	<p>Families Children & Learning Directorate - Early Help, Integrated Team for Families and Parenting Services (ITFPS), Early Help Hub,</p>	<p>2. Proposal No. 10</p>
<p>7. Key actions to reduce negative impacts</p>	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p>	<p>UPDATE 2017</p>
	<ol style="list-style-type: none"> 1. To redesign early help services to deliver the most effective interventions.. 2. To take account of the impact on protected groups as part of the re-design process. 	<p>The savings for the Integrated Team for Families were reduced by £40,000 to £40,000 giving a revised total saving of £440,000.</p>

	<ol style="list-style-type: none"> 3. To introduce one front door bringing together the Multi-Agency Safeguarding Hub and the Early Help Hub to enhance and simplify a family's journey through services. 4. Reducing systems and processes to a minimum and introducing one assessment framework across social work and early help services 5. To promote a council and citywide whole family approach. 6. Making the most of digital platforms to provide information to families and practitioners 7. To ensure that children and young people can access the new Emotional and Mental Health well-being service including single point of access for referrals and on-line counselling being developed. 	<p>Early Help Hub and Integrated Team for Families Services were restructured to reduce the number of staff to take account of the reduction in funding. A consultation took place with staff in February to April 2017 and the changes were implemented from May 2017. Work is prioritised by a multi-agency Weekly Allocation Meeting which agrees which service can best meet the needs of each family. Work is now being recorded on the Care First IT system which will improve the monitoring of the impact on protected groups.</p> <p>The Front Door for Families was launched in May 2017 bringing together the MASH and the Early Help Hub, alongside the Family Information Service to create a single point of contact for early help and safeguarding referrals.</p> <p>Social Work and the Integrated Team for Families are now using the same Strengthening Families Assessment and Planning tool.</p> <p>The whole family approach is included in the strategic vision of Families, Children and Learning and is led by the Executive Director of Families, Children & Learning. Family Children and Learning is undertaking an assessment of Early Help and the whole family approach in the autumn of 2017. The assessment is a requirement for the Troubled Families programme which funds family coaching and parenting support in the City. The assessment will be used to inform the refresh of the city's Early Help Strategy</p> <p>The Digital First team are supporting the Front Door for Families to ensure that information for families and practitioners is up to date and accessible.</p>
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		The newly commissioned all age Community Wellbeing Service provided by HERE in collaboration with Specialist CAMHS, MIND and YMCA Brighton and Hove started to receive referrals in June 2017. Work is underway between services to seek to ensure that families experience straightforward pathways to services and that the right children are receiving the right support at the right time.
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1. Service Area	Families Children & Learning Directorate - Living Without Violence Programme	2. Proposal No. 11
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	Commissioners to work with providers to develop aligned programmes and 1:1 work that engage more men more flexibly and that include engagement with men who have been sentenced, those who have substance misuse issues, fathers and with different forms of domestic violence and abuse. Commissioners to ensure that partner support functions are sustained, to prioritise victim safety. More flexible delivery of interventions should also provide increased opportunities to engage with those with additional needs	Domestic Abuse Perpetrator Programme continues to be delivered with shorter groups and an emphasis on strengths-based work and the review of the programme will continue supported by the new Co-ordinator who has been appointed and commences in post on 1 st September. Partner support functions have been maintained. Ongoing work is taking place to develop co-ordinated joint-commissioning.

Health and Adult Social Care

1. Service Area	Health & Adult Social Care - Physical Disability and sensory loss - Mental Health services	2. Proposal No. 12
7. Key actions to reduce negative	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017

<p>impacts</p>	<p>Commissioners will work with providers to prioritise assignment of resources, to ensure that the additional focus on identified groups can continue. There will be an increased focus on joint commissioning with Health.</p> <p>A new asset based approach will be implemented to help develop a new conversation with the public. This is fundamental to a radical rethink about how people, friends and families as well as communities can help people to remain independent. The Care Act asks that Adult Social Care do not only look to offer support to people but embraces the offer from housing through to leisure to enhance the lives of vulnerable people.</p> <p>We will work closely with internal and external partners to ensure high quality efficient services which are evidence based, for instance working with Sussex Partnership Foundation Trust and the CCG around dementia pathways.</p> <p>The ongoing integration agenda with health gives opportunities to reduce duplication and work in a more joined up way to proactively identify those people who may be at risk of going into hospital or residential care and thus manage risk, and help people to live life and have a good death.</p> <p>Technology must be available for people to be supported remotely and in a modern way from telecare through to telehealth and other technologies and a raft of equipment which can help people remain independent.</p> <p>A new reviewing framework will invite our partners to join us in reviewing people in a timely way and is intended to release care</p>	<ul style="list-style-type: none"> • An asset based approach remains embedded within our mandatory training programme and the impact is monitored in the current funding panels / reflected within our Scheme of Delegation • District social work teams are now developed to pave the way for strengthening connections to primary care and communities (this is the start of a long process) • Development of the Spend Tracker and how panels will use the data from this to develop trend analysis and inform a better understanding of key pressure areas • Development of Brooke Mead – opening in autumn • Revised Scheme of Delegation will support a more flexible approach to the use of CCB • Trusted assessors • Continued development of Home First should have a significant impact upon CCB due to flexible nature of service and rapid review <p>Additional investment in the Community Care Budget from the Improved Better Care fund means minimal impact on service-users.</p>
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	<p>capacity and target those most in need.</p> <p>We continue to work towards making our organisational structures more effective whilst aiming to minimise the impact on frontline services.</p> <p>New and value for money commissioning for people with head injuries will add to the savings and increase the quality of life for a small but significant cohort of people.</p> <p>Extra care housing has been made available to be a real alternative to residential care.</p>	
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1. Service Area	Health and Adult Social Care - Ireland Lodge Residential Unit	2. Proposal No. 14a
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <ul style="list-style-type: none"> • Work with the CCG & SPFT to review the requirements of specialist beds across the City and actively engage in a commissioning process to include Ireland Lodge. • Review staffing levels within the unit to ensure safe levels of staffing remain. • Review referrals into the unit to better screen dependency level requirements. • Engage and as required complete a staff consultation to determine staffing levels for reduced level of service. • Service users will have a review to ensure that their needs can be met if a change of facility is required. • Any consultation process will include Carers, advocates and their families. 	<p>UPDATE 2017</p> <p>Proposal not implemented</p>

1. Service Area	Health and Adult Social Care - Wayfield Avenue Residential Unit	2. Proposal No. 14b
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	<ul style="list-style-type: none"> • Work with the CCG & SPT to review the requirements of specialist beds across the City and actively engage in a commissioning process to include Wayfield Avenue. • Review staffing levels within the unit to ensure safe levels of staffing remain. • Review referrals into the unit to better screen dependency level requirements. • Engage and as required complete a staff consultation to determine staffing levels for reduced level of service. • Service users will have a review to ensure that their needs can be met if a change of facility is required. • Any consultation process will include Carers, advocates and their families. 	Proposal not implemented

1. Service Area	Health & Adult Social Care - Commissioning & Performance: Community Transport	2. Proposal No. 15
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	<p>It is believed that many people have used the service for a substantial number of years – pre-dating the introduction of free bus passes in 2008 and pre-dating current requirements for buses with more than 22 seats to be accessible to people using wheelchairs. Shopmobility services have also expanded significantly over the past few years offering much more than shopping access. However, it is</p>	<p>Once the funding reduction was agreed at budget council Adult Social Care and the CCG (as additional funders) met with Community Transport Ltd (CT Ltd) to discuss potential changes and mitigation.</p> <p>The new manager of the Easylink Service was being</p>

recognised that people will be affected by the loss/reduction of the Easylink service as it has been in place since 1997 with little change; there is no reason why people who have used it for many years would stop using it despite alternatives being available.

Although people's access to shopping opportunities may reduce if the Easylink service ends/is reduced there are now many alternatives as regards food/other shopping including delivery options from supermarkets, local shops and hot and frozen meal delivery. A recent survey into the impact of ending another long term contract for Community Meals (31/03/2016) revealed positive outcomes in that people have begun to do more cooking, are going out more to eat, are supported by carers, family and friends etc.

Work was already underway to re-direct the work of the Easylink contract which had been due to expire on 31 August 2016 but was extended until 30 June 2017 with a redirection (since September 2016) of £20,000 of the council funding into a pilot scheme for the following as the first stage of redistributing the funding away from shopping trips into aspects more aligned with social care and health commissioning plans and funding:

- i. support for residents in areas where GP practices are closing where there are identified transport needs;
- ii. transport for socially isolated individuals for area based work, aligned to older people's locality hub areas;
- iii. creating links with other local service providers to better fulfil the aims of i. and ii. above.

This work is ongoing.

To find out more about potential impacts on service users Healthwatch have agreed to undertake a piece of work with service users, either on the minibus journeys or at the cafés situated at most of the shopping venues. A questionnaire is being drawn up to find out the impact on service users should the service be withdrawn. This would also be an opportunity to provide information or signposting in a face-to-face environment.

proactive in re-designing what he also saw as a service in need of modernisation.

CT Ltd did not wish the council/CCG to organise a survey of passengers and their needs so have undertaken their own work on this.

Based on the usage data, CT Ltd had already communicated with the customers with reference to making the following decisions:

- Reducing the number of bus services from 22 to 11, ensuring that the most popular were retained. This also meant that the buses would be full.
- Requiring passengers to attend their most local supermarket, eg, people from Saltdean would have a service to ASDA Marina. This also reduces the miles that the buses will drive.
- Increasing the cost per trip from £3.50 to £5; this had not risen since the service began in 1997.

CT Ltd estimated that they have 300 regular passengers of which 40 would have major changes such as day or destination. Some have chosen to opt out from the service altogether although the majority will continue.

CT Ltd. has also started registering the passengers and their details, eg, if they are wheelchair users to get a better profile of passengers.

The council has provided CT Ltd with a form to use similar to the Safe & Well Check form used for Community Meals; if someone fails to answer the door the driver has contact details and can check up on the passenger.

The work with GP practices is still ongoing and is picking up after a slow start. This is likely to be

It is also hoped to do a mailout of information about activities, lunch clubs etc. available in the city to all Easylink members should Community Transport agree.

If people are already in receipt of an ASC package then they would need to contact their support worker to have their needs reviewed. If people are not already known to ASC and identify that they needed additional support they would need to contact ASC individually via Access Point. Again this information would be shared.

Where people identify that their main reason for using Easylink is largely social (friendly service, meeting other people) then they can be signposted into the Older People's commissioned services which cover all areas of the city.

It is suggested that the loss of the Easylink service will lead to social isolation and impact on the health of service users. However, this is an issue that has been taken up by the Citywide Connect commission which aims to reduce social isolation for older people in the city. The Autumn 2016 Locality Hub events had a focus on travel and included the distribution of a 'To and From' questionnaire to identify barriers and solutions to older people engaging in activities. 200 questionnaires have been returned, the first findings being made available at the end of December 2016; a key finding is that 40% of respondents don't attend activities because it is too difficult to get there. This is now being progressed by the Transport Group set up by Health and ASC (operating as a sub-group of the Citywide Connect work) and Community Works have recently applied for external funding to tackle social isolation at a neighbourhood level using a partnership approach of Health, ASC and the voluntary sector. Also in support of this approach is the re-direction of funds since September 2016 as mentioned above (pilot schemes to improve health and reduce social isolation). It should also be mentioned that 94 people answering the 'To and From' questionnaire wanted to talk further about the issues, providing names and phone numbers for follow-up.

Supporting people to get to local activities by operating at a

developed further.

A meeting is planned with CCG/BHCC/Community Transport Ltd to discuss progress and plans to the end of the year and into the next financial year on 24/08/2017.

	<p>neighbourhood/ local level would also reduce potential impact on the environment and improve community cohesion and integration. This was also identified in the 'To and From' questionnaire findings: “Generally people wanted a wider choice of activities which are closer to home with someone to support them to get there. They would also like to know that they will be welcomed at the activity”.</p> <p>There is also work being undertaken with bus operators on increasing access to the commercial and supported bus network with accessible bus stops, talking bus stops, the Helping Hands scheme and discounts for carers travelling with and without those they care for. There is also good access to accessible licensed taxis within the city and when evidencing how the council meets its statutory duties under the Transport Act 1985 it is important that all the different services provided/available are considered and not just the provision of one specific service.</p>	
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1. Service Area	Health & Adult Social Care - Commissioning & Performance Self-Directed Support	2. Proposal No. 16
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <ul style="list-style-type: none"> • Commissioners from Adult Social Care, Children’s Services and East Sussex CC commissioners will be working together to commission services that meet outcomes & achieve more efficient use of resources • Service users and carers & the community & voluntary sector would be involved in decision making; any changes to services would be fully communicated. • Adult Social Care will continue to commission services with an emphasis on meeting the outcomes of individuals. • Services will be commissioned based on any relevant commissioning plans & reviews for services. • Parent Carers will be fully involved assessment & review 	<p style="text-align: center;">UPDATE 2017</p> <p>A steering group was been meeting to take forward this piece of work although East Sussex CC decided to progress on their own. One early action was to undertake engagement with the DP clients – a survey was sent out by post and available electronically to all clients, followed up by a Focus Group (independently chaired by Healthwatch) in May 2017. This included users of DPs and parent carers. This has led to a series of ‘I’ statements being incorporated into the Service Specification that providers would be expected to satisfy (eg, ‘I know how to get advice about being an employer’)</p>

	<p>processes for individuals. The needs of carers are fully considered in any assessment of an individual.</p>	<p>In July an update report was provided to the PAB. At the end of August the tender was placed in the market. This only included the Advice and Guidance aspects of the service; Market engagement had demonstrated that there was not a sufficient budget to attract multiple providers and it would not provide Value For Money. The decision was also made not to tender the Financial aspects at this time (running Payrolls and Supported Bank Accounts) as it had not been possible to come to an effective pricing mechanism.</p> <p>The tender closed on 05/10/2017 and is in the process of being evaluated. There has been a good response from the market and it is on course for the new contract to commence April 2018.</p>
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1. Service Area	Health & Adult Social Care – Community Meals	2. Proposal No. 17
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <ul style="list-style-type: none"> • Last year’s EIA had the action to work with Public Health and the B&H Food Partnership to ensure a wider range of options available for people to access healthy food alternatives. Both Adult Social Care and Public Health attend the Food Partnership and engage in this. An example of work undertaken in 2016/17 is the development of ‘to-go’ food bags for people leaving hospital to return home. • Assessment teams in ASC will continue to work with the most vulnerable people to ensure their needs are met. 	<p style="text-align: center;">UPDATE 2017</p> <p>The Impetus Lay Assessors were commissioned to undertake a follow-up survey with the former clients in May 2017.</p> <p>This has provided reassurance in terms of the different ways that people have responded to the changes to meal provision and a report was submitted to the June HWB on this and also sent to the Older People’s Council. (Report in public domain).</p> <p>The HWB requested a further report on nutrition, food poverty and other food-related issues in the city for the November 2017 HWB which is to be co-ordinated by the Public Health team.</p>

		A complaint was received via AccessPoint from a family member (July 2017) whose parent had not received a meal from one of the Approved Providers and the 'Safe & Well' process had not been followed. This was followed up and although it had been due to computer failure the company involved speedily agreed a new process to ensure it would not happen again.
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1. Service Area	Health & Adult Social Care - Substance Misuse, Public Health	2. Proposal No. 18
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	Commissioners will work with providers to prioritise areas for service delivery e.g. improved access generally, and for all protected groups. Innovative ways of working will be explored including group based programmes or work, or online recovery tools.	The overall savings requirement was reduced. The planned savings have been made from management and administration costs rather than from frontline delivery. During the last 12 months the service's performance has improved significantly.

1. Service Area	Health & Adult Social Care - Sexual Health	2. Proposal No. 19
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	Service re-design to ensure the most efficient and cost effective services that are targeted towards those most at risk of sexual ill health, or have the greatest HIV-related need, are delivered within available budget. Commissioners will work with providers to prioritise assignment of resources to those at greatest need	The savings target was achieved through the re-procurement of HIV prevention and social care services and completed the staged withdrawal of funding for generic LGBT counselling. The service re-design prioritised the use of the most effective and efficient ways of working, e.g. using on-line infrastructure which has been very effective. HIV diagnoses have reduced as have rates of some sexually transmitted infections. The service continues to perform well and the City has

		received additional benefit from joining the UNAIDS HIV fast track cities programme to eradicate HIV as a public health threat.
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1. Service Area	Health & Adult Social Care - Public Health nursing contracts for Healthy Child Programme 0-19	2. Proposal No. 20
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	<p>The performance framework and KPI measures recently set for the service through the commissioning process have taken into account level of need and whilst the savings direct impact will remain unknown, this is now being finalised through the mobilisation negotiations. We will ensure that resources are based on levels of need whilst retaining a balance in universal provision.</p> <p>PH Commissioner will work with the provider during mobilisation to ensure the learning from the EIA is included in the agreed targets attached to the KPIs. This will ensure the balance of resources is not disproportionality allocated across the four levels of need.</p> <p>PH Commissioner will also formalise the agreement of KPIs that will address the level of need identified in the full EIA, to ensure that the additional focus on these groups can continue.</p>	<p>The procurement process has been completed and the savings achieved. Sussex Community NHS Foundation Trust has restructured the service, created a new Healthy Futures Team and designed new and innovative ways to deliver the Healthy Child Programme. The Healthy Futures Team will use an early intervention model to improve health outcomes and reduce inequalities for families facing disadvantage in Brighton & Hove.</p> <p>The performance framework has been agreed and finalised which includes narrowing the inequalities gaps. The new outcome framework enables SCFT and Public Health to be able to examine performance outcomes by intervention method and outcome areas. The impact can then be monitored, measured and identified early during performance processes. This will enable more robust service improvement actions to be negotiated.</p>

1. Service Area	Health & Adult Social Care - Health Improvement	2. Proposal No. 20a
7. Key actions to reduce negative	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017

impacts

1. Service re-design to ensure the most efficient and cost effective Oral Health Promotion (OHP) services that are targeted towards those most in need, e.g. early years / children under 5, Gypsies and Travellers.
2. The older people's programme will be recommissioned over 2017/8, with new contracts in place for April 2018. There will be consultation with providers and older people to inform the new commission, which will provide an opportunity to revise approaches to ensure that learning from this phase is integrated into the new programme, ensuring that it is effective and cost effective. Locality hubs are working to minimise gaps in service, engage a wide range of providers and integrate services to broaden the offer to older people needing day care support.
3. The Council Communities and Third Sector Commissioning Prospectus 2017-2020 includes a focus on supporting people living in the city's areas of highest deprivation.
4. All GP practices in the City are signed up to provide NHS health checks as a mandatory delivery outcome within the 6 clusters; Allocation of 2 days per month of health improvement nurse time to deliver outreach community Health checks in targeted areas to patients who are not able to access their GPs for their NHS health check.
5. The providers have planned to spread the changes over an 18 month period rather than 12 month period to minimize overall impact to the weight management service delivery.
6. TAKEPART will try to mitigate the impact of the budget reduction by sourcing external funding. Using alternative approaches (such as increased digital marketing) and effective collaboration with partners to disseminate information about the TAKEPART festival and inclusive opportunities to take part.
7. The procuring of the tier 2 weight management contract and working alongside schools under the Public Health Schools

1. The service has been able to reduce costs through lower overheads and administration savings and the targeted service has been maintained as before.
2. The recommissioning of the older people's programme has been postponed to 2018/19 with current contracts extended.
3. The Third Sector Commissioning Prospectus has gone ahead, and includes strategic grants, community development and the healthy neighbourhood fund.
4. The outreach community health checks are taking place in hostels and other venues. Invitations for the health checks are now being sent out by practices with support from the CSU. There has been an increased number of NHS Health Checks carried out within GP surgeries.
5. The reprocurement of the new tier 2 healthy weight service is underway and an EIA is being written.
6. The overall funding for TAKEPART was not significantly reduced.
- 7 As 5 above, the procurement is underway and connections made with the PH Schools Programme.

	<p>umbrella to achieving the outcomes required under the schools PE and sports premium may provide new opportunities in the future.</p> <p>8. Patients at the affected surgeries will be signposted to the CAB services run within the city.</p>	<p>There have also been improved working relationships resulting in stronger connectivity with PH School and the Sport Development Schools work.</p> <p>8 The new commission for Moneyworks service as part of the Third Sector Commissioning Prospectus will help to meet demand.</p>
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Neighbourhoods, Communities & Housing

1. Service Area	Neighbourhoods, Communities & Housing - Housing – housing options and housing needs	2. Proposal No. 25a
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <p>We are upstreaming prevention working with Adult Social Care, Children’s Service and Heath to identify early indicators that someone will become homeless in order to try and prevent it. Also to better manage and move work away form reactive responses and are channel shifting where possible to assist more people through more efficient methods. We have delivered a service redesign to remove duplication and handoffs amongst the service.</p>	<p>UPDATE 2017</p> <p>We were successful in bidding for Prevention Trailblazer Funding which is providing additional resources to enable transformation of the service to much earlier intervention and prevention. This will mitigate potential negative impacts and increase positive impacts.</p>

1. Service Area	Neighbourhoods, Communities & Housing - Housing (HRA) – door entry systems	2. Proposal No. 36
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017

Communications sent to tenants about the proposed new charge will advise people about making welfare benefit claims and give contact details for sources of support. Continued communication with residents through Homing In, housing pages on the council's website, City Assembly, Tenant Associations, Tenant Disability Network and direct contact with affected tenants.

Ensure information is available in a range of formats, and is communicated early to give people time to prepare. Translation and interpreting services available via Sussex Interpreting Service

Officers are aware of the local Money Works service, and are able to direct people to the website, or advise on other ways they can access the service if they are not on the internet. They also have access to the contracted Money Advice Plus service for help with budgeting and other money matters.

We will conduct further analysis of the people not on Housing Benefit to look at their likely eligibility to claim benefits. Contacts are made with tenants who we know are vulnerable, and they would be prioritised for action.

Housing Benefit is payable on services charges apart from heating and water charges.

Communications were sent to all affected tenants.

Vulnerable tenants were additionally contacted as part of our Your Rent Matters campaign – and while over 120 were offered specific support there were none that were specifically in relation to this service charge.

Housing Income Management Team automatically supported any tenants who fell into arrears for any reason. There are no known impacts of any hardship arising from this new service charge.

1. Service Area	Neighbourhoods, Communities & Housing - Libraries	2. Proposal No. 26
7. Key actions to reduce	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017

<p>negative impacts</p>	<p>For both of the proposed changes above (Reduction in Bookfund in Hove Library) and (Close Hove Library on Sundays) the mitigating actions are the same:</p> <ul style="list-style-type: none"> • Those who are disabled and find it hard or expensive to travel to another library can request the stock to be delivered to Hove for them. There is a charge for this but those who are in receipt of benefits can obtain reduced or waived charges, by registering for a concessionary or exemption membership. • Hove Library will remain open six days a week, and there will be a re-invigoration of the service there for instance by the introduction of a café (under consideration) 	<p>We have been reviewing the impact of these changes at Hove Library and the evidence shows an improved position in regard to library loans and also reservations in the period April – August this year: There has been an increase in library visitor numbers of 2.4% for April – August of this year compared to the same period last year, which is exceptionally good as there is a national and local trend of falling library visitor numbers.</p> <p>The reduction in library loans has dropped by 4% in comparison to previous years (nationally and locally there is a gradual reduction in library loans) which indicates that neither the reduction in bookfund spend nor the closure of Hove on Sundays has had an impact. There has also been a large reduction in reservations (36%) in this same period which coincides with the change in policy to buy more multiple copies of popular stock, so this would also indicate that there has not been any demand for additional stock by Hove borrowers.</p> <p>There have been no comments or complaints to indicate that these changes have had any detrimental impact on Hove Library users.</p>
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1. Service Area	Neighbourhoods, Communities & Housing - Regulatory Services		2. Proposal No. 28
<p>7. Key actions to reduce negative impacts</p>	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p>	<p>UPDATE 2017</p>	
	<p>Targeted enforcement and advice at those independent small and medium sized enterprises Modernisation programme to explore field officers undertaking some</p>	<p>Customers are now able to book and pay for the pest control service electronically. There does not appear to be a decrease in the number of enquiries</p>	

	parts of regulatory services role to avoid duplication so that officers are able to concentrate on undertaking statutory work Work with partners to deliver animal welfare service	and jobs that have been booked and therefore we do not feel that further mitigating action is required
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1. Service Area	Neighbourhoods, Communities & Housing - Community Safety	2. Proposal No. 29
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	Other community safety staff have a positive relationship with key members of the LGBT community and the LGBT Community Safety Forum, other teams will need to establish their own relationships with key LGBT stakeholders. Head of Community Safety will develop relationship with key LGBT community stakeholders and monitor trust and confidence.	This budget proposal was rejected at Budget Council and the post has remained as a full time post.

1. Service Area	Neighbourhoods, Communities and Housing - Partnership Community Safety Team	2. Proposal No. 29a
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	Cityclean will continue to collect needles when incidents are reported to them, where incidents are not resolved swiftly the associated ASB will be reported to the Community Safety Casework Team	A robust system is in place for needle finds reported to community safety to be passed to Cityclean with clients advised how to report directly to Cityclean in future.

1. Service Area	Strategy, Legal & Governance - Democratic Services – print budget	2. Proposal No. 32
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	<p>Democratic Services Officers will work with Members to enable greater flexibility and use of their tablet devices for agendas and committee papers, and with officers to ensure that they are more self-confident in using the report management system on the wave.</p> <p>A reduced number of hard copies of papers will be made available to those Members who require them, although it is hoped that as they become more adept at using their mobile devices in meetings, this need will decrease.</p>	<p>All papers for officers are now provided electronically which has reduced the printing numbers. However, changes in the provision of devices to Members has been delayed and until the autumn and needs to be completed before work with Members can be progressed to encourage them to use electronic agendas.</p>

1. Service Area	Strategy, Legal & Governance - Democratic Services – members' allowances	2. Proposal No. 33
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	<p>The proposed savings will need to be taken to the Independent Remuneration Panel for consideration as there is a direct impact to the Members Allowances Scheme, as well as being discussed with Members who will need to support the proposed changes.</p>	<p>There was an amendment approved at Budget Council to make a £43k saving in total, with £10k deferred to 2018/19. This level of saving and its impact for Members Allowances has to be reviewed by the Independent Panel.</p> <p>A meeting of the Independent Panel is planned for the middle of September and the level of allowances will then reviewed. Recommendations will have to be made to the full Council for consideration.</p>

1. Service Area	Strategy, Legal & Governance - Life Events – bereavement and registration services	2. Proposal No. 34
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	UPDATE 2017
	<p>Some of the proposals are around marketing of products in sensitive service areas. Training needs to reflect the need for inclusive services that do not disproportionately affect customers.</p> <p>Bereavement Services continues to provide free burials and cremations for children up to 16 years of age – this is not affected by any of the proposals.</p> <p>All customers need to be made aware for the statutory fees and have the opportunity to consider this as an option. Training need to make sure staff are committed to ensuring customers can afford the services they purchase from us.</p> <p>Religion/belief: Whilst the first option for a Welfare Funeral will always be to offer a cremation, the service would look to do its best to take account of other religious beliefs or faith requirements. Where there is evidence or a specific request that a burial is more appropriate, the service would accommodate this under existing arrangements and in any proposed new working arrangements.</p>	<p>Staff and union consultation on a full Bereavement Services Redesign has just been completed and implementation of the proposals is now ongoing.</p> <p>Welfare Funerals;</p> <p>Work is ongoing within the team and with Finance colleagues to review the Welfare Funerals function, as well as other areas of work the service currently undertakes.</p> <p>A recent extension of the services welfare funerals contract has been established with a local Funeral Director.</p> <p>There remains continued ongoing dialogue with Finance colleagues, to ensure maximisation of income for any Welfare Funerals undertaken by the service. It should be noted that Welfare Funerals are a statutory obligation of the Local Authority where it is established there are no alternatives for funeral arrangements. None of the work to review the Welfare Funerals function will have adverse effects on any protected groups.</p> <p>As previously stated, and consideration of change will</p>

relate to service delivery, not service provision.

Bereavement Services provides free burials and cremations for a deceased aged 17 and under which has regulated the free service that we offer for all age groups in full time education. This was agreed at the last fees and charges review by the Council's Policy Resources and Growth Committee and so assists with service provision for families / others in financial hardship, as well as ensuring a sensitive approach for the bereaved.

Coroners Transfer Service (CTS)

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

Memorialisation

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

		<p>flexible structure we are moving towards, clearly defines roles to enable progress, and mitigate some of the risk around not maximising income generation. Marketing and sales training remain planned for staff within the service.</p> <p>Registration Service – Review of fees and charges.</p> <p>The Registration Service will continue, in line with agreed Council policy, review its fees and charges for non-statutory services regularly, and increase them by inflation each year as a minimum. Statutory fees and charges remain outside of the LAs control, and protect those in financial hardship.</p>
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