

Appendix D

INITIAL CUMULATIVE EQUALITY IMPACT ASSESSMENT - 2025/2026 BUDGET

Leadership Team Report – November 2024

1. Introduction

- 1.1. This report provides an indicative assessment of the overall equalities implications of the 2025/26 budget proposals, based on initial assessments carried out for each individual savings and growth proposal included in the budget papers.
- 1.2. The report summarises the key cumulative equalities implications for the 2025/26 budget and provides more detail on the likely impact of each of the specific proposals. It seeks to show that we understand the likely equalities impact of the proposals, ensuring we comply with the Public Sector Equality Duty and are not disproportionately disadvantaging groups who share protected characteristics.
- 1.3. Through examining the likely cumulative impact of the various proposals, the Council can be better assured that any changes involved in the proposals are planned with due regard to our duties under the Act to eliminate discrimination, advance equality of opportunity and foster good community relations.
- 1.4. The analysis is indicative at this stage as individual budget proposals are being developed further. Once proposals are finalised following the consultation on the budget proposals, the likely equalities impacts will need to be reviewed considering any changes or additional information that has come to light.

2. Background

- 2.1. The Public Sector Equality duty under the Equality Act (2010) states the Council must have due regard to:
 - Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
 - Advance equality of opportunity between people who share protected characteristics and those who do not.
 - Foster good relations between people who share protected characteristics and those who do not.
- 2.2. The equality duty covers the nine protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The Council also needs to have due regard to the need to eliminate unlawful discrimination against someone because of their marriage or civil partnership status. This means that the first aim of the duty applies to this characteristic but that the other aims (advancing equality and fostering good relations) do not apply.
- 2.3. Equality implications are assessed by reviewing the potential impact on those with protected characteristics as defined in the Equality Act 2010 and then given a score of either, no equalities implications or a positive, negative, or neutral impact.
- 2.4. No equalities implications indicate the proposal has no impact at all (either advantageous or adverse) on those who share protected characteristics.
- 2.5. A positive impact means the proposal is likely to benefit groups who share protected characteristics, leading to better outcomes for some or all these groups, helping to foster good relations between different groups and/or supporting equality of opportunity.

- 2.6. A neutral impact indicates that a proposal might potentially have equalities implications (i.e. a positive and/or adverse impact on those who share a particular protected characteristic) but that these impacts can be effectively mitigated.
- 2.7. A negative impact means the work or decision is likely to have an adverse impact on groups who share protected characteristics, potentially leading to worse outcomes or undermining good relations. In cases where a negative impact is anticipated, services should consider what actions can be taken to mitigate this impact.

3. Key findings

- 3.1. Initial assessments undertaken by service areas for the 93 saving and 21 growth proposals for the 2025/26 budget outline a range of impacts for those with protected characteristics. Services must demonstrate the rationale for these assessments, and Corporate Strategy review these to provide challenge and support where appropriate, the table in Appendix 1 outlines the initial assessment of each proposal.

Growth Proposals

- 3.2. Based on the initial assessments, the equalities impact of the 21 growth proposals taken together is likely to be positive, however over half are yet to complete an EqIA.
- 7 proposals are anticipated to have a positive impact
 - 2 proposal a neutral impact
 - 3 proposals have no equalities implications
 - 9 proposals are yet to score the impact
 - no proposals will have a negative impact
- 3.3. The growth proposals that have scored a positive impact include:
- Transition placements in Adult Social Care services. (Adults Social Care)
 - Mental Health placements in Adult Social Care services. (Adults Social Care)
 - Customer Delivery - Social Service Line (Adult Social Care and Resources)
 - Increase capacity in services that enhance the public realm. (Environment and Neighbourhoods)
 - Addressing pressures in services. (Childrens)
 - Maintaining levels of support in the Virtual School. (Childrens)
- 3.4. The proposals that have scored no equalities impacts relate to specific posts within services increasing capacity for borough-wide services.

Savings Proposals

- 3.5. Based on the initial assessments, the savings proposals are not anticipated to have an adverse impact on groups with protected characteristics. Of the 93 proposals,
- 10 anticipate a positive impact from savings
 - 1 a negative impact
 - 22 a neutral impact
 - 31 have no equalities impact
 - 18 proposals where the impact is currently unknown
 - 8 proposals are yet to score an impact
 - 3 programmes of work that do not require an EqIA.
- 3.6. Most of the savings' proposals where a positive impact is anticipated are in Adult Social Care services and Childrens. They include redesigning of services at Chamberlin House and short breaks in Adult Social Care. In Childrens these include repurposing accommodation to best support care leavers and reducing SEND

transport by providing more local school places for children with SEN and increasing independent travel training.

3.7. The range of services that assessed a neutral impact include:

- Continuation of Prevention Initiatives (Adult Social Care)
- Change staffing levels in Noise & Nuisance service. (Environment and Neighbourhoods)
- Householder Planning application fees. (Environment and Neighbourhoods)
- Review of Culture Service. (Environment and Neighbourhoods)
- Housing Needs Savings. (Housing and Social Investment)
- Legal Services Staffing review (Resources)

3.8. The range of services that assessed no equalities impacts include:

- Increased revenue from Registrars ceremony bookings (Chief Executives)
- Parks Police Transformation. (Chief Executives)
- Libraries system re-procurement. (Children's Services)
- Increasing caseloads within Youth Offending team service. (Children's Services)
- Additional income in Commercial Waste. (Environment and Neighbourhoods)
- Increased enforcement of moving traffic contraventions. (Environment and Neighbourhoods)
- Review of Arts Service. (Environment and Neighbourhoods)
- Social Investment and Property Restructure. (Housing and Social Investment)
- Financial Management - Service Review (Resources)

3.9. The service that has identified a negative impact of savings proposals is increasing pay to park fees. They have identified an overall negative impact for those from lower socioeconomic backgrounds. One other proposal on Refugee Funding being used for services in Housing Needs has identified a potential negative impact on the protected characteristic of race, however this is being mitigated through regular review of the service.

3.10. The programmes under the heading of Capital/Funding do not in themselves require an EqIA. However, any services or projects that develop from these will each require an EqIA.

4. Next Steps

4.1. The assessment provided here is an initial assessment of the likely equalities impact of the proposals based on information currently available. The proposals will be finalised over the coming months. This process will involve a formal consultation on the proposals, including an online survey on the budget proposals towards the end of 2024. As the proposals are developed and amended following the budget consultation, any implications for the equalities impact of the proposals will be considered and the assessments updated. This will include updating any mitigating actions necessary to ensure proposals are adapted to prevent adverse impacts on groups who share protected characteristics wherever possible.

4.2. A full cumulative impact report will be produced in January 2025, with more detailed analysis on the likely equalities impact of the final proposals. This will be based on detailed equality impact assessments completed for each of the growth or savings proposals, updated to include any changes or additional information.

- 4.3. The final cumulative equality impact assessment report will also include a summary of any findings from the consultation relevant to the equalities implications of the proposals.

Appendix 1 – Initial Equalities Impact Analysis by proposal and action required.

The table below outlines the initial assessment of the likely equalities impact of each proposal with a brief analysis giving further information. This is based on assessments completed for each service area. Once the budget proposals have been finalised, each assessment will be revisited and further information requested where necessary, which may revise the final cumulative impact.

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
1. Adult Social Care: Continuation of prevention initiatives	Saving	Overall: Neutral Age: Neutral Disability: Neutral Race: Neutral Religion: Neutral Sex: Neutral	The proposal will help meet the needs of adults with Care Act eligible needs. Positive impacts are expected for service users from this work. This is because their care packages are reviewed and adapted (if appropriate) based on a service user's desired health and wellbeing outcomes and any adaptations to the care plan are agreed with them and/or their friends and carers. Because of these arrangements, no negative impacts are expected.
2. Adult Social Care: Digital Transformation	Saving	Overall: Positive Age: Positive Disability: Positive Race: Positive Religion: Positive Sex: Positive	This is about using digital solutions to help meet resident's care needs and support them to live independently, therefore giving them more choice and control in how their care needs are met by allowing them to choose when/ how to receive care.
3. Adult Social Care: Enhanced LD Void Management	Saving	Overall: Neutral Age: Neutral Disability: Neutral Race: Neutral Religion: Neutral Sex: Neutral	The service is focussed specifically on the Care Act eligible needs of people with learning disabilities. It will help ensure the Council's contracted offer is fully utilised and that service users can live as locally as possible (if that is their desire).
4. Adult Social Care: Ensure eligible residents receive NHS continuing healthcare (CHC) funding	Saving	Overall: Positive Age: Positive Disability: Positive Race: Positive Sex: Positive	The proposal does not introduce changes to how the service meets the needs of adults with Care Act-eligible needs. Rather, it is focussed on agreeing responsibility for funding with NHS partners. Because it will not introduce any changes to service delivery, no negative impacts are expected.

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
5. Adult Social Care: Flexible model for short breaks for mental health and learning disability service users	Saving	Overall: Positive Disability: Positive	The offer will help ensure that resident service users have a local facility to attend for respite. This will also help with ensuring that they do not need to travel far from their network/ out of the borough to access this.
6. Adult Social Care: Increased Nomination to General Needs (Enhanced integration with Housing)	Saving	Overall: Positive Age: Positive Disability: Positive Race: Positive Sex: Positive	The proposal seeks to ensure that accommodation is appropriate for needs of service users with a disability or mental health needs. It entails a supported living accommodation pathway so that service users can move into general needs housing with low-level support and tech-enabled care. This would reduce the number of residents remaining in supported living schemes longer than the planned 2-year period, increase the local supply and decrease out-of-area placements.
7. Adult Social Care: Ongoing review of processes and ways of working through recruitment panel	Saving	Overall: Neutral Age: Neutral Disability: Neutral Race: Neutral Religion: Neutral Sex: Neutral	This work does not directly affect residents. However, regular recruitment and performance discussions will ensure there is sufficient staffing capacity to continue delivering timely, responsive and safe statutory adult social care services to residents with Care Act eligible needs.
8. Adult Social Care: Reablement transformation through delivery from external provider	Saving	Overall: Positive Age: Positive Disability: Positive Race: Positive Sex: Positive	By spot purchasing reablement packages of care, there is a wider market to draw on for services, which allows the Council to better meet residents' needs and respond to their feedback. This will continue with a cohort of reablement care agencies offering tailored intervention through block contracts.
9. Adult Social Care: Re-designing day services at Chamberlain House	Saving	Overall: Positive Age: Positive Disability: Positive Race: Positive Sex: Positive	The offer at Chamberlain House ensures that care and support for older residents with complex needs including dementia are met, as well as the Council Plan's objectives around timely provision to support independent living.
10. Chief Executives: Communications and Design Staffing Savings	Saving	No impact on equalities.	Reduction in staffing posts don't impact service delivery. There will also be a reduction in contract spending but no reduction in service.

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11. Chief Executives: Corporate Strategy and Communities Recruitment Challenge	Saving	No impact on equalities.	Reviewing vacancies that come up organically and consider whether posts need to be filled. EqIA will be completed when posts identified.
12. Chief Executives: Increased revenue from Registrars ceremony bookings	Saving	No impact on equalities.	The plan will involve increasing revenue by enabling and promoting ceremonies taking place specifically at Leighton House but also more widely within the borough. This will have no impact in terms of EqIA.
13. Chief Executives: Leaders Office Restructure	Saving	No impact on equalities.	Reduction in staffing posts don't impact service delivery. There will also be a reduction in contract spending but no reduction in service.
14. Chief Executives: Parks police Refocusing	Saving	No impact on equalities.	Community safety services being reviewed to ensure investment on safety aligns with concerns raised by residents and crime analysis. Parks police will continue but with refocused provision in areas most valued and effective. No impact as no loss to service.
15. Chief Executives: Reduction of previously budgeted revenue growth in Corporate Strategy team.	Saving	No impact on equalities.	A reconfiguration in the team structure, generated a saving. It will not affect the team's capacity to deliver this work. There are therefore no expected impacts on residents.
16. Chief Executives: Re-engineering of economy and skills function	Saving	Overall: Positive Race: Positive Socioeconomic: Positive	Cross council review of employment and skills underway to create better alignment and focus across council activity to create better outcomes more efficiently.
17. Chief Executives: Review of E-Newsletter contract and printing costs within Communications	Saving	No impact on equalities.	There will also be a reduction in contract spending but no reduction in service.
18. Childrens: Capitalising costs of business support for Children's Services asset strategy planning	Saving	No impact on equalities.	A School Standards business officer will take on the administration of Children's Services-led capital project groups. This will have no impact on services delivered.

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19. Childrens: Create business support hubs	Saving	Impact is unknown.	A review of existing business support to develop a more centralised model which will enable us to use resource more flexibly across the Directorate. No detailed proposal yet developed there they have been unable to accurately assess the impact.
20. Childrens: Creation of an integrated Children with Disabilities service	Saving	Impact is unknown.	The service is awaiting HR equalities data for the staff affected by the service change. This data will be compared with the RBKC workforce profile to assess if there are any disproportionate impacts on those with protected characteristics. A full EQIA will be conducted as part of the restructure process.
21. Childrens: Increasing caseloads within Youth Offending Team Savings	Saving	No impact on equalities.	Implementation of an adolescent service model which improves coordination of case holding across teams. This project is now complete, and it did not identify any negative disproportionate impact on any staff.
22. Childrens: Libraries system re-procurement	Saving	No impact on equalities.	A new front end and backend Libraries Management System and Lib-staffer staff rota planner system have been procured to enhance the functionality and improve the user experience.
23. Childrens: NRPF Procurement of Accommodation	Saving	Overall: Positive Age: Positive Race: Positive Socioeconomic: Positive	Introduction in RBKC of a new out-of-London housing option for families with no recourse to public funds who have a Child in Need. The Scheme provides families with accommodation that is potentially better suited to their needs than is typically available in London.
24. Childrens: Recouping overheads for free-school meals coordination	Saving	No impact on equalities.	There is no impact on residents or staff. The Council will be charging the GLA to implement its universal Free School Meal scheme.
25. Childrens: Reduce SEND transport by providing more local school places for children with SEN and increasing independent travel training	Saving	Overall: Positive Disability: Positive	The budget reduction is in line with the improvements already made in terms of increasing the availability of local school places and independent travel training which have reduced demand on council commissioned transport. The reduction of the budget will not affect the service currently offered because there is no change to policy to eligibility or transport policy associated with this proposal.

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26. Childrens: Reducing library opening hours on Sundays	Saving	Impact is unknown.	Proposal at consideration stage, before proceeding further, a formal consultation and engagement process would take place with the community and stakeholders and equality impacts will be updated accordingly.
27. Childrens: Reductions in functions supporting the directorate.	Saving	Impact is unknown.	At this stage, detailed delivery models have not been developed and as such it is not possible to accurately assess the impact on protected characteristics or develop mitigating actions. A full EQIA will be undertaken if a staffing restructure is required.
28. Childrens: Repurposing accommodation to best support care leavers	Saving	Overall: Positive Age: Positive Race: Positive Socioeconomic: Positive	Children in care are more likely to be male, from ethnically diverse communities, have a disability and come from a lower socioeconomic background. Increasing levels of local accommodation support improving life outcomes by reducing isolation, preparing them for independent living and improving links with the local community.
29. Childrens: Shared Services	Saving	Impact is unknown.	Reduction in number of staff posts in response to decrease in service activity. A staffing analysis has not been completed yet; therefore, it is unclear at this stage if or how the work will impact staff according to any protected characteristics.
30. Childrens: Staffing and buildings maintenance savings at Notting Hill Gate Library	Saving	Impact is unknown.	Notting Hill Gate Library and RBKC Co-Works have been closed to the public since early November 2023 due to a number of maintenance related issues. This an initial consideration of this proposal and before proceeding further, a formal consultation and engagement process would take place with the community and stakeholders.
31. Childrens: Transport and in one off payments	Saving	No impact on equalities.	The proposal being put forward here is to review opportunities for alternative income sources in the Council to be used to offset the staffing costs for home to school transport. This is in line with current policy and will have no impact on staffing or the service provided to residents.
32. Environment & Neighbourhoods: Additional income in Commercial Waste	Saving	No impact on equalities.	Analysis to be developed.

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33. Environment & Neighbourhoods: Al Fresco licencing income	Saving	No impact on equalities.	Analysis to be developed.
34. Environment & Neighbourhoods: Change staffing levels in Noise & Nuisance service	Saving	Neutral Impact across all characteristics.	The project involves minor amendments to staffing the team on a call rota – there will be no impact on residents as public access to service and operational hours of the service are unaffected.
35. Environment & Neighbourhoods: Environmental enforcement concession contract	Saving	Neutral Impact across all characteristics.	This will not impact on how residents and businesses access the services provided.
36. Environment & Neighbourhoods: Householder Planning application fees.	Saving	Neutral Impact across all characteristics.	Analysis to be developed.
37. Environment & Neighbourhoods: Income Generation from parking suspensions related to location filming	Saving	Neutral Impact across all characteristics.	No protected groups will see any impact. The Parking Service will monitor the arrangement with FilmFixer and Filming Team colleagues during our routine liaison meetings. This will not directly impact services to residents.
38. Environment & Neighbourhoods: Increase pay-to-park fees.	Saving	Overall: Negative Socio-economic: Negative	Analysis to be developed.
39. Environment & Neighbourhoods: Increased enforcement of moving traffic contraventions.	Saving	No impact on equalities.	We have carefully considered the potential impact on all protected characteristic groups and are confident that the programme will not disproportionately affect any specific group. By enhancing compliance with traffic regulations, we aim to create a safer and more orderly environment for all residents and visitors.
40. Environment & Neighbourhoods: Increased fees from dockless rental ebike operators	Saving	No impact on equalities.	Increasing the contribution from operators is not expected to affect protected groups. An EQIA has been previously produced relating to the principle of introducing dockless rental e-bike parking bays.

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41. Environment & Neighbourhoods: Management restructure in Highway & Regulatory services department.	Saving	Equalities impacts yet to be assessed.	
42. Environment & Neighbourhoods: Museums and culture income opportunities	Saving	No impact on equalities.	Analysis to be developed.
43. Environment & Neighbourhoods: New Highways licence fees	Saving	No impact on equalities.	The increase in fees and charges will apply to all applicants who wish to obtain a highway licence to carry out work. No impact on services to residents.
44. Environment & Neighbourhoods: New rapid EV charging concession	Saving	Overall: Neutral Age: Neutral Disability: Neutral	30 bays from 33,000 will be impacted. No disabled bays will be removed for these chargers. If agreed a consultation will take place before implementation.
45. Environment & Neighbourhoods: Parks and Leisure Team efficiencies	Saving	Neutral Impact across all characteristics.	Analysis to be developed.
46. Environment & Neighbourhoods: Reduce Air Quality service and provide only basic statutory function.	Saving	Equalities impacts yet to be assessed.	
47. Environment & Neighbourhoods: Reduce size of Health and Safety Regulatory team in Environmental Health	Saving	Neutral Impact across all characteristics.	This proposes deletion of an already vacant post. The deletion of the FTE results in a 16.6% reduction in the H&S Team. This reduction however will not impact on how residents and businesses access the service.
48. Environment & Neighbourhoods: Reduce staffing levels in Highway Maintenance	Saving	Neutral Impact across all characteristics.	This service redesign will not impact service users as it does not propose any change of policy in how we inspect or maintain our highways. The impact will be felt by officers, who will have more work to do than they otherwise would do if the vacant post were filled. The proposals reflect how we have operated for the past

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			year. The service aims to maintain its volumes of activity in terms of planned maintenance and its inspection regime.
49. Environment & Neighbourhoods: Re-organisation in the E&N Hub	Saving	No impact on equalities.	Residents won't be impacted by this proposal because it impacts on back-office teams who provide support to internal staff and not those who work on the front line.
50. Environment & Neighbourhoods: Review of Arts Service	Saving	No impact on equalities.	Analysis to be developed.
51. Environment & Neighbourhoods: Review of Culture service	Saving	Neutral Impact across all characteristics.	Analysis to be developed.
52. Environment & Neighbourhoods: Review of Ecology Service and Community Gardening	Saving	Neutral Impact across all characteristics.	Analysis to be developed.
53. Environment & Neighbourhoods: Review of Growth and Delivery team staffing costs	Saving	Neutral Impact across all characteristics.	Analysis to be developed.
54. Environment & Neighbourhoods: Review of Sustainability service	Saving	Neutral Impact across all characteristics.	Analysis to be developed.
55. Environment & Neighbourhoods: Sports Bookings income	Saving	No impact on equalities.	There is no change to the service, fees, or operation because of this bid and therefore no impact on any residents in the borough.
56. Environment & Neighbourhoods: Street Enforcement management team	Saving	Neutral Impact across all characteristics.	The restructure involves no reduction in staffing numbers and does not impact how residents and businesses can access the services the team provide.
57. Environment & Neighbourhoods: Utilised accrued developer funding for staff costs	Saving	Equalities impacts yet to be assessed.	

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58. Environment & Neighbourhoods: Waste contract efficiencies	Saving	No impact on equalities.	The food waste collection element was identified within the contract as a duplication of work already being conducted. Therefore, the charge was able to be offered up as a saving and no impact on staff or residents. The street sweeping element was brought into Knightsbridge a few years ago to cover a period in the summer where supercar meets ups happened. However, these events have disappeared and this sweeping is now surplus to requirements. Therefore, no impact on staff or residents.
59. Environment & Neighbourhoods: Widening the scope of what income from parking and enforcement is used to pay for	Saving	Equalities impacts yet to be assessed.	
60. Housing & Social Investment: Energy Savings	Saving	No impact on equalities.	Analysis to be developed.
61. Housing & Social Investment: Housing Needs	Saving	Neutral Impact across all characteristics.	The proposals will not result in a redundancy nor a reduction in permanent staff capacity. Therefore, the proposals have a neutral impact upon permanent employees of the Housing Needs service, have a neutral impact on service delivery, and a neutral impact upon services received by residents.
62. Housing & Social Investment: Housing Needs Contract Review	Saving	Equalities impacts yet to be assessed.	
63. Housing & Social Investment: Refugee Funding use for services in Housing Needs.	Saving	Overall: Neutral Age: Neutral Disability: Neutral Race: Negative Religion: Neutral Sex: Neutral Sexual Orientation: Neutral	There will be no change to the service provided to refugees and asylum seekers, who are covered in the protected characteristic of Race. Therefore, any negative impact from this redirection of funding and any future change in service demand will need a review of the EqIA to ensure there is no disadvantage to them.

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		Gender Reassignment: Neutral Marriage & Civil Partnership: Neutral Pregnancy & Maternity: Neutral Socioeconomic: Neutral	
64. Housing & Social Investment: Social Investment Property Restructure	Saving	No impact on equalities.	Analysis to be developed.
65. Resources: Audit, Risk, Fraud and Insurance (ARFI) – Corporate Anti-Fraud Service (Blue Badge Service)	Saving	No impact on equalities.	Analysis to be developed.
66. Resources: Audit, Risk, Fraud and Insurance (ARFI) – Insurance Service Review	Saving	No impact on equalities.	Analysis to be developed.
67. Resources: Audit, Risk, Fraud and Insurance (ARFI) – Insurance Staffing Review	Saving	Equalities impacts yet to be assessed.	
68. Resources: Audit, Risk, Fraud and Insurance (ARFI) – Internal Audit Service Review	Saving	No impact on equalities.	Analysis to be developed.
69. Resources: Consistent approach to statutory fees and new commercial opportunities	Saving	Impact is unknown.	No staff will be affected by this. There could be an impact on residents if they are required to pay higher fees or for services previously provided for free, until this is item is developed further it is not possible to say which group will be impacted. Further EQIA's will be required once the option is fully developed.
70. Resources: Customer Delivery Direct Payments Review	Saving	Impact is unknown.	This proposal will have no direct impact on residents, arrangements are already in place to mitigate these and some of the impact will be internal and universal. The EQIA will be revised once the proposal is fully developed.

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71. Resources: Customer Delivery Staffing Review	Saving	Impact is unknown.	This proposal will have no direct impact on residents, arrangements are already in place to mitigate these and some of the impact will be internal and universal. The EqIA will be revised once the proposal is fully developed.
72. Resources: Customer Delivery: Introduce appointeeship fee for clients whose financial affairs we manage.	Saving	Impact is unknown.	Guidance is currently being prepared to determine the detailed approach that will be taken at which point a further EQIA will be undertaken.
73. Resources: Customer Delivery: Local Support Payment Scheme	Saving	Impact is unknown.	This proposal will have no direct impact on residents, arrangements are already in place to mitigate these and some of the impact will be internal and universal. The EqIA will be revised once the proposal is fully developed.
74. Resources: Customer Delivery: More frequent review of existing discounts and exemptions applied to CT accounts	Saving	Impact is unknown.	This proposal will have no direct impact on residents, arrangements are already in place to mitigate these and some of the impact will be internal and universal. The EqIA will be revised once the proposal is fully developed.
75. Resources: Customer Delivery: Move recovery of in-borough parking debts in-house	Saving	Impact is unknown.	This proposal will have no direct impact on residents, arrangements are already in place to mitigate these and some of the impact will be internal and universal. The EqIA will be revised once the proposal is fully developed.
76. Resources: Customer Delivery: Reduce Postage Costs	Saving	Impact is unknown.	This proposal will have no direct impact on residents, arrangements are already in place to mitigate these and some of the impact will be internal and universal. The EqIA will be revised once the proposal is fully developed.
77. Resources: Customer Delivery: Review revenue recovery costs	Saving	Impact is unknown.	This proposal will have no direct impact on residents, arrangements are already in place to mitigate these and some of the impact will be internal and universal. The EqIA will be revised once the proposal is fully developed.
78. Resources: Customer Relationship Management	Saving	Neutral Impact across all characteristics.	Overall better online service with no reduction in other means of accessing support services that may impact on those who are

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(CRM) and web-site enhancement			older, have a disability or where English is not their first language.
79. Resources: Digital Design and Technology (DD&T): Staffing Review	Saving	No impact on equalities.	This is an enabling service, with no external facing consumers. Service levels have been assessed and there is no impact anticipated.
80. Resources: Financial Management - Service Review	Saving	No impact on equalities.	This is a restructuring of staff roles and no impact on services residents receive.
81. Resources: Governance & Mayoralty Team – Reduction in staffing budget and supplies and services provision	Saving	Neutral Impact across all characteristics.	A review of staffing in Governance this would not jeopardise any statutory functions. There is no impact on residents but there will be some impact on service provided to departments.
82. Resources: Human Resources and Organisational Development - Staffing Review	Saving	Equalities impacts yet to be assessed.	
83. Resources: Legal Services- changes to the Director of law post	Saving	No impact on equalities.	The WCC Director of Law post was a Bi-Borough post and RBKC were charged 50% of the costs of that post. WCC made the post sovereign in this financial year and so RBKC made an immediate saving of 50% of the costs. There is no impact on RBKC staff or reduction in service.
84. Resources: Legal Services Staffing Review	Saving	Neutral Impact across all characteristics.	A review of staffing in Legal will not jeopardise any statutory functions. There is no impact on residents but there will be some impact on service provided to departments. We are mitigating risks by encouraging more self-management, reviewing processes and increasing the use of automation. We have regular meetings with our client departments to monitor the demand for legal services. If legal work escalates, we have the possibility of outsourcing.
85. Resources: Strategic Procurement	Saving	Equalities impacts yet to be assessed.	
86. Capital/Funding: Parking Income Environment and Neighbourhoods have	Saving	No impact on equalities.	There is no impact on equalities of this programme, as no service is being reduced and no impact on staff or residents.

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
identified additional spend to be charged against the parking income			
<p>87. Capital/Funding: Agreement on centralized review of ongoing cross-cutting public health spend. For September, options paper on one-off Public Health funding allocation (£2.3m)</p>	Saving	No impact on equalities.	There is no EqIA required for the overall programme of work. EqIAs will be required for the individual projects funded through the allocation.
<p>88. Capital/Funding: Review of Capital Funding- Major Projects Board to review and agree projects to prioritise on the capital programme. Agreement to the reduction of CIL and S106 reserve – but with some limitations for pro-active projects. Request for a cleaned-up Capital Programme list and that makes clear which projects are eligible for CIL and s106 funds.</p>	Saving	No impact on equalities.	An EqIA is not required for this overall programme. However, as savings are identified EqIAs will be required for each project or service outlining the equalities impacts of the saving.
<p>89. Commercialisation: Advertisement - Expand the current contract for digital advertising on bus stops. Explore advertisement opportunities across the borough. Support for digital conversion of exiting paper billboards.</p>	Saving	Neutral Impact across all characteristics.	Proposals are being developed for potential advertising & sponsorship opportunities within the borough. The policy and proposals will further analyse the impact of those with protected characteristics as they develop as well as considerations, such as rules governing advertising to young people.

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
Explore all location proposals.			
90. Commercialisation: Event Spaces – Business case for the event spaces at KTH, including installing a commercial kitchen. Audit of COTH to understand the ROI from recent expenditure. Explore renting the events spaces to external companies to run.	Saving	Impact is unknown.	Proposals are in development.
91. Commercialisation: Museums – Explore opportunities for Leighton House & Sambourne House to be run by external companies.	Saving	No impact on equalities.	Proposals are in development.
92. Enabling Services and Process Review	Saving	Impact is unknown.	The workstream is still in the scoping phase and so would be unable to assess impact any potential impact at this stage to fully complete the screening section. A review on staffing would be taking place in some form. This may impact the EqlA scoring in the future.
93. Operational Estate	Saving	Impact is unknown.	Proposals are in development.
94. Adult Social Care: Demographic Pressures - Transition placements	Growth	Overall: Positive Age: Positive Disability: Positive Race: Positive Religion: Positive Sex: Positive	The proposal will help meet the needs of adults with Care Act eligible needs. Positive impacts are expected for service users from this work. This is because their care packages are reviewed and adapted (if appropriate) based on a service user's desired health and wellbeing outcomes and any adaptations to the care plan are agreed with them and/or their friends and carers.
95. Adult Social Care: Demographic Pressures - Mental Health placements	Growth	Overall: Positive Age: Positive Disability: Positive	The proposal will help meet the needs of adults with Care Act eligible needs. Positive impacts are expected for service users from this work. This is because their care packages are reviewed

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
		Race: Positive Religion: Positive Sex: Positive	and adapted (if appropriate) based on a service user's desired health and wellbeing outcomes and any adaptations to the care plan are agreed with them and/or their friends and carers.
96. Adult Social Care: Customer Delivery - Social Service Line (SSL)	Growth	Positive Impact across all characteristics.	The proposed growth in the Social Services line will significantly enhance the team's ability to manage increasing demands, ensuring that vulnerable residents, including those with disabilities, the elderly, and diverse ethnic backgrounds, receive timely and effective support. This expansion is crucial for maintaining the well-being and safety of these groups, particularly through improved management of safeguarding reports. Additionally, the growth will help reduce service inequalities, particularly in deprived areas like North Kensington, by ensuring more consistent and equitable access to support across all demographic groups.
97. Chief Executive – Elections budget deficit	Growth	Equalities impacts yet to be assessed.	
98. Childrens: Funding reduction in DSG for virtual schooling	Growth	Overall: Positive Age: Positive Race: Positive Sex: Positive Socioeconomic: Positive	This service is overrepresented by young people from ethnically diverse communities, male young people and children from the most deprived areas of the borough. Given the overrepresentation of some protected characteristics in this cohort, the equalities impact of this proposal is positive.
99. Childrens: North Kensington Social Justice Archive	Growth	Neutral Impact across all characteristics.	Analysis to be developed.
100. Childrens: Estimated Demographic Pressures	Growth	Overall: Positive Age: Positive Race: Positive Sex: Positive Disability: Positive Socioeconomic: Positive	These proposal supports increase in demand on services for looked after children. These young people are more likely to be male, from ethnically diverse communities, have a disability and come from a lower socioeconomic background. Given the overrepresentation of some protected characteristics, the equalities impact of this proposal is positive.

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
101. Childrens: Customer Delivery-Social Service Line (SSL)	Growth	Overall: Positive Race: Positive Sex: Positive Socioeconomic: Positive	This service is overrepresented by young people from ethnically diverse communities, male young people and children from the most deprived areas of the borough. This proposal is to meet the demand in services and therefore given the overrepresentation of some protected characteristics, the equalities impact of this proposal is positive.
102. Housing & Social Investment: Lancaster West-funded from base	Growth	Equalities impacts yet to be assessed.	
103. Housing & Social Investment: Temporary Accommodation Pressures	Growth	Equalities impacts yet to be assessed.	
104. Resources: Apprenticeship Levies	Growth	Equalities impacts yet to be assessed.	
105. Resources: CRM Data Cleansing Post	Growth	No impact on equalities.	The role of a CRM Data Cleanser has no impact on equalities as it focuses solely on maintaining accurate and consistent data within the system, without influencing or altering how services are delivered to different demographic groups.
106. Resources: Discretionary Council Tax Scheme	Growth	Equalities impacts yet to be assessed.	
107. Resources: MS Azure contract pressures	Growth	Equalities impacts yet to be assessed.	
108. Resources: DD&T Staffing budget deficit	Growth	No impact on equalities.	This is an enabling service, with no external facing consumers. Service levels have been assessed and there is no impact anticipated.
109. Resources: Cyber Security	Growth	Neutral Impact across all characteristics.	This will advantage all service users through improving RBKCs resilience and will ensure that even when a part of its services is compromised by a cyber-attack, this will not spread to and affect other services as they will be segregated and therefore more secure. Should the bid not be successful, it is feasible that those data subjects with protected characteristics will be at a greater

Programme	Budget Proposal	Service area's assessment of impact on Protected Characteristics	Analysis by Service Area
			disadvantage in the case of unauthorised access or cyber-attack, as they are deemed to be more vulnerable due to their characteristics. This applies to both data loss/compromise or loss of service continuity.
110. Environment & Neighbourhoods: Environmental Health line & Streetline	Growth	Equalities impacts yet to be assessed.	
111. Environment & Neighbourhoods: Licensing team Licensing Assistant	Growth	No impact on equalities.	This will increase capacity in the team to better support the customer experience across all protected groups.
112. Environment & Neighbourhoods: Make permanent services that enhance the public realm, working towards the cleanest streets. 2 x Street Wash Crews, 1 x Graffiti Removal Crew, 2 x Clear All Crews.	Growth	Positive impact across all protected characteristics.	Street cleaning in a timely manner will have a positive impact on the whole community, by improving the neighbourhood and combating problems with staining of high streets and the dangers of slippery pavements.
113. Environment & Neighbourhoods: Netcall licensing costs	Growth	Equalities impacts yet to be assessed.	
114. Environment & Neighbourhoods: 3 additional Street Enforcement Officers	Growth	Equalities impacts yet to be assessed.	