

Appendix E

INITIAL CUMULATIVE EQUALITY IMPACT ASSESSMENT - 2024/2025 BUDGET

Leadership Team Report – 8th November 2023

1. Introduction

- 1.1. This report provides an indicative assessment of the overall equalities implications of the 2024/25 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 2024/25 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 made or additional information that has come to light.

2. Borough Profile and Local Context

- 2.1. Kensington and Chelsea is a unique and diverse central London borough, which is rich in culture and heritage. With a population of almost 144,000 residents, the borough is home to residents of over 50 different nationalities who speak over 80 languages.
- 2.2. The borough hosts many nationally and internationally recognised cultural attractions. North Kensington is an area known around the world for its vibrant cultural heritage, musical authenticity, and proud history. As a central London borough Kensington and Chelsea has a large visitor economy with 136,000 jobs and nearly 16,000 businesses.
- 2.3. Kensington and Chelsea is an area of huge social and cultural diversity, which includes significant differences in income, employment, and skills levels. Most employed residents are in highly skilled professional jobs, but the borough has areas where people are on low incomes, particularly in north Kensington and parts of the south and west of the borough. The cost of housing means that deprivation is often concentrated in areas with a large proportion of social housing. While many residents in these areas face challenges, these are also areas bursting with creativity and community life.
- 2.4. Overall, our borough continues to have the highest life expectancy in the country, however this varies between the north and the south, between people from different ethnic minorities, and between homeowners, private renters, and those in social housing. These existing inequalities have been exacerbated by the pandemic and rising cost of living.

3. Background

- 3.1. The Council has a Public Sector Equality duty under the Equality Act (2010) to 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.
- 3.2. 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.
- 3.3. 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.
- 3.4. No equalities implications indicate the proposal has no impact at all (either advantageous or adverse) on those who share protected characteristics.
- 3.5. 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.
- 3.6. 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 or otherwise balance out.
- 3.7. 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 reduce or mitigate this impact.

4. Key findings

- 4.1. There are 62 proposals for the 2024/25 budget, including 19 growth proposals and 43 savings proposals. More detail about the substance of each proposal is included in the full budget report. Initial assessments undertaken by service areas for these proposals suggest a range of different impacts for those with protected characteristics. The table in Appendix 1 outlines the initial assessment of each proposal and some initial analysis to support that score.

Growth Proposals

- 4.2. Based on the initial assessments, the equalities impact of the 19 growth proposals taken together is likely to be positive or neutral, so there is not anticipated to be any adverse impact on groups who share protected characteristics. Of the 19 growth proposals, 6 proposals are anticipated to have a positive impact, 3 proposals a

neutral impact, 9 no equalities implications, 1 proposal is yet to score the impact and no proposals will have a negative impact.

4.3. The growth proposals that have scored a positive impact include:

- Increased investment to support the pressures in Adult Social Care services. (Adults Social Care)
- Increased investment to develop capacity to work with increasing numbers of looked after children and care leavers. (Children's Services)
- The development of a social justice archive for North Kensington. (Children's Services)

4.4. The proposals that have scored no equalities impacts mostly relate to internal administration or increasing capacity for borough-wide services, which should benefit all residents equally.

Savings Proposals

4.5. Based on the initial assessments, the 43 savings proposals are not anticipated to have an adverse impact on groups who share protected characteristics. Of the 43 proposals, 7 anticipated a positive impact from savings, 1 a negative impact, 8 a neutral impact, 23 as no impact and 4 proposals are yet to score an impact.

4.6. Most of the savings proposals where a positive impact is anticipated are in Adult Social Care services, including Homecare Transformation and Promoting Independence and short breaks.

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

- The reorganisation of the libraries and archives services. (Children's Services)
- The development of an Information, Advice and Guidance consortium with the voluntary sector. (Environment and Communities)
- Maximising the benefits of property assets. (Housing and Social Investment)
- Staff savings. (Environment and Communities and Children's Services)

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

- Efficiencies in running costs. (Children's Services)
- Income generation and reinvestment from construction management, waste disposal services and land charges. (Environment and Communities)
- Reduction in Grenfell corporate costs. (Chief Executives)
- Recommissioning of service contracts. (Housing and Social Investment)

4.9. The services that have identified a negative impact of savings proposals focus on reduction in staffing and grant giving in the Communities department.

4.10. Overall, the anticipated impact of the growth and savings proposals taken together is likely to be neutral, with some positive and negative impacts.

5. Next Steps

5.1. 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 2023. 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 of any mitigating actions necessary to ensure proposals are adapted to prevent adverse impacts on groups who share protected characteristics wherever possible.

- 5.2. A full cumulative impact report will be produced in January 2024, 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.
- 5.3. 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 some brief analysis giving further information. This is based on assessments completed for each service area. The screening section requires an initial assessment to be made against each protected characteristic and that the impact be scored as either positive, negative, or neutral and an explanation of their initial analysis. 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 assessment.

Programme/Project	Proposal	Initial Assessment	Initial analysis
1. Adult Social Care: Pressures in Placements, Home Care, Reablement and Direct Payments	Growth Bid	Positive	This growth will not introduce any changes to adult social care services. It will help support the directorate through its challenging operating context and help address the wider pressures on its budget. This growth will help ensure the directorate is able to continue meeting the needs of the Care Act-eligible cohort, many of whom are older people and/ or people with mental health needs, learning disabilities, and physical disabilities.
2. Chief Executive: Corporate Transformation and Delivery	Growth Bid	No equalities implications	This proposal will support the growth of the Corporate Strategy Team to ensure the delivery and monitoring of the Council Plan. Therefore, this will not impact on any protected characteristics and relevant HR equalities processes will be followed.
3. Children's Services: Estimated demand pressures-Looked after children and care leavers (Reference SSVd)	Growth Bid	Positive	The proposal here is to grow the family services budget to respond to pressures enabling a safe statutory service to continue to be delivered. This will positively impact those who are currently, or will in future become, Looked After Children. Given the overrepresentation of some protected characteristics in this cohort, the equalities impact of this proposal is positive.
4. Children's Services: Dedicated Social Care Officer (DSCO) for children with Special Educational Needs (SEND)	Growth Bid	Positive	The establishment of the DSCO post will improve the care planning and family engagement for disabled children, helping to ensure there is joined up commissioning and care planning across education, health, and care. This will improve families' experiences of navigating the care system and improve outcomes for those children.

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5. Children's Services: North Kensington Social Justice Archive	Growth Bid	Positive	This proposal has a positive impact as it will provide an accessible space that is community led and encourage participation from young people, supporting older people and ensuring language barriers can be overcome wherever possible. It will also encourage more local people to use and engage the North Kensington Library. There will be a range of ways for the community to be involved so that everyone can be involved throughout the creation stages and once the archive has been established.
6. Children's: Mosaic Provider portal	Growth Bid	No equalities implications	This proposal has no equalities impacts because it relates to the implementation of new software which will improve financial processing and planning for care placements.
7. Environment and Communities: Flood Risk management	Growth Bid	Positive	This proposal will have positive impact on those who share protected characteristics because some of the areas of the Borough that have the highest risk of flooding are also those with the highest level of deprivation and have the greatest ethnic diversity. Therefore, positive actions in delivering the strategy will be targeted towards those most vulnerable to flood risk, including those with disabilities, the elderly and those in areas of high deprivation.
8. Environment and Communities: New building control regime	Growth Bid	No equalities implications	Bid to support the implementation of the Building Control Regime. Statutory changes to building control are universal and will have no impact on equalities.
9. Environment and Communities: Notting Hill Carnival (NHC)	Growth Bid	To be confirmed	<p>Carnival is a large and complex event which impacts the community in North Kensington in different ways. Carnival is a positive cultural event and plays a key role in fostering good relations by bringing together diverse communities in a celebration of different cultures.</p> <p>Carnival can also cause noise and disruption for residents who share other protected characteristics, particularly older people or people with disabilities. The council continues to work with the event organiser and strategic partners to deliver a safe and spectacular Carnival, whilst ensuring concerns raised by local</p>

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			residents and businesses are reviewed and improvements made to mitigate the impacts for those groups.
10. Environment and Communities: Street cleansing	Growth Bid	No equalities implications	Street washing will help to improve the public realm and will not adversely impact any groups and positively impact the general community.
11. Environment and Communities: Graffiti removal	Growth Bid	No equalities implications	Removing graffiti seeks to improve the public realm and will not adversely impact on any groups.
12. Environment and Communities: Structural and Electrical testing	Growth Bid	No equalities implications	The proposal will deliver an existing function that benefits all road users. There will be no new or substantially changed service and will not impact any group.
13. Environment and Communities: Replace the IT system that supports the resident parking permit scheme	Growth Bid	No equalities implications	There are no perceived impacts as it is replacing an existing system for easier online access and maintaining the service that is being delivered.
14. Grenfell Recovery: Grenfell Legacy costs	Growth Bid	Neutral	These are all existing posts, currently funded from elsewhere, so this proposal will not adversely impact groups who share protected characteristics. The three posts funded through this bid will have a key focus on ensuring a continuing focus on equalities across the Council's work. They will also help to ensure that through the next phase of the Council's work on Grenfell, we are effectively reaching people from all backgrounds and not disproportionately advantaging/disadvantaging certain groups.
15. Housing and Social Investment: Increasing numbers in temporary accommodation	Growth Bid	Neutral	A growth in the budget will enable the Council to rehouse growing numbers of vulnerable residents in interim accommodation and reduce the risk that residents will be placed in hotels. Given the disproportionate representation among homeless households with protected characteristics, including women and people from a black, Asian and multiethnic backgrounds, there is potential for a positive impact on these groups. However, further work is needed to assess the precise impact so it is assumed to be neutral at this stage.
16. Housing and Social Investment: Housing Investigations Team	Growth Bid	Neutral	The work enabled by this growth will release homes currently being used fraudulently and make those homes available for households currently on the Council's housing register. Given the

Programme/Project	Proposal	Initial Assessment	Initial analysis
			disproportionate representation on the register of people with some protected characteristics – including women, disabled people and people from a black, Asian or minority ethnic background – there is the potential for this to have a positive impact on these groups by making homes available. However, further work is needed to assess the likely impact so the impact is assumed to be neutral at this stage.
17. Housing and Social Investment: Grenfell Housing Services	Growth Bid	Positive	This funding will enable us to meet the commitments made by the Council to provide an enhanced housing service to survivors of the Grenfell tragedy. This group includes a higher percentage of people with protected characteristics compared to the general population, so the equalities impact of sustaining this level of service will be positive.
18. Resources: London Collection Investment Vehicle (LCIV) membership fees	Growth Bid	No equalities implications	Previously these fees were paid by the Councils Pension Fund. Membership fees will now be funded from the general fund. No residents are impacted by this decision.
19. Resources: Procurement future operating model	Growth Bid	No equalities implications	Activity does not impact any protected characteristics as it relates to an internal procurement model.
20. Adult Social Care and Health: Continuation of prevention initiatives	Saving	Positive	Care packages are reviewed with service users and/ or their families and carers to support them to live more independently, in line with their desired health and wellbeing outcomes. Any adaptations to care packages are agreed with service users and/or families and carers. The service works with disproportionately high numbers of people with protected characteristics, with a focus on building up their confidence and embedding positive outcomes. Positive impacts are expected from this.
21. Adult Social Care and Health: Short Breaks and Kingsbridge Road	Saving	Positive	The short breaks offer is being re-modelled as part of a new procurement. Because the re-modelling will allow for greater use of planned short breaks and reduce the need for unplanned breaks, this will help ensure that service users can access the services they need. The service works with disproportionately high numbers of people with protected characteristics. Its work

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			supports service users to build their confidence and help them achieve positive outcomes.
22. Adult Social Care and Health: Digital Account-Homecare transformation	Saving	Positive	The proposed home care transformation will offer more bespoke packages of care and support that meet people's individual needs. This will include greater choice and control for service users, a move to outcomes-based delivery that offers efficiencies, improves service users' outcomes, and enhances capacity across the borough. The service works with disproportionately high numbers of people with protected characteristics, and it will help build service users' confidence and support them to achieve their desired outcomes. This should have a positive impact.
23. Adult Social Care and Health: Enhanced integration with housing	Saving	Positive	The intention to enhance integration with Housing will help make more appropriate, flexible housing available at the point of discharge into the community. This will help create accommodation options for people with learning and physical disabilities and service users with mental health needs. The service works with disproportionately high numbers of people with protected characteristics, and it is focussed on improving outcomes for these service users. This proposal should have a positive impact.
24. Adult Social Care and Health: Enhanced LD remodelling (void management)	Saving	Neutral	The focus of the remodelling is on the quality and outcomes of services with clear KPIs that include co-design, consultation, and engagement loops to support services' review and development. Outcomes are determined based on feedback of 'what good looks and feels like' for service users. There is also a focus on choice and control of the range of activities and support that is personalised as part of care and support plans. There is also an emphasis on building improvements to support the physical environment's impacts on individuals' wellbeing, such as ensuring they are psychologically informed spaces. Because the proposal is focussed on contract changes, the expected impact is neutral.

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25. Adult Social Care and Health: Staffing savings	Saving	No equalities implications	These savings will result from an existing staff budget underspend. There will be no staffing changes and no staff will be affected by this.
26. Adult Social Care and Health: Placements and packages	Saving	Positive	The focus of the remodelling is on the quality and outcomes of services with clear KPIs that include co-design, consultation, and engagement loops to support services' review and development. Outcomes are determined based on feedback of 'what good looks and feels like' for service users. There is also a focus on choice and control of the range of activities and support that is personalised as part of care and support plans. There is also an emphasis on building improvements to support the physical environment's impacts on individuals' wellbeing, such as ensuring they are psychologically informed spaces. Because the proposal is focussed on contract changes, the expected impact is neutral.
27. Chief Executive: 2% Salary savings	Saving	No equalities implications	These savings are a result of the departure of the Director of Corporate Strategy, whose responsibilities have been absorbed by others. No equalities implications were identified in the restructure, because it didn't involve any changes to staffing.
28. Children's: Future of Libraries	Saving	Neutral	The savings proposal is for a budget adjustment following a reorganisation which has already taken place in the Bi-Borough Libraries & Archives function. The reorganisation has delivered a more cost-effective service model, including more streamlined management arrangements. It also lends itself to greater collaboration, working across the Councils and wider communities.
29. Children's: 2% staff saving	Saving	No equalities implications	The majority of the savings identified will be delivered through posts which are vacant or expected to become vacant. In areas where there is still some scoping of precise delivery models, full EqIAs will be completed if a restructure is required. However, we expect to be able to minimise the need for redundancy and will protect front-facing roles.

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30. Children's: Additional Staffing savings – repurpose Olive House	Saving	Neutral	The additional staffing savings will be achieved from already delivered staffing savings linked to the repurposing of Olive House for care leaver accommodation. The impact of these changes will be neutral. The Olive House staffing savings have already been achieved and have been managed through a formal staff consultation process.
31. Children's: Youth Offending Team Savings – increasing caseloads	Saving	Positive	We have recently undertaken a service redesign project to create an adolescent service, encompassing our Youth Offending Team and other services. The project has involved staff and feedback from service users and we have developed a new model which will support better integration across teams. The new ways of working will mean that cases can be managed more efficiently. Staffing savings will primarily be delivered through vacancies and will be subject to formal staff consultation. The new service model will improve the support available to children and their families. Given the overrepresentation of some protected characteristics in this cohort, the equalities impact of this proposal is positive.
32. Children's: Efficiencies in running costs	Saving	No equalities implications	These savings will be achieved through recharges and internal administration. Therefore, there will be no impact to staffing or public facing services.
33. Environment and Communities: Increased income from construction management	Saving	No equalities implications	Savings achieved by increased monitoring visits and team flexibility. The service is a proactive monitoring function designed to reduce the impact of construction on residents. Therefore, there are no equalities impacts.
34. Environment and Communities: Advice agencies Consortium	Saving	Neutral	There will be no adverse equalities impacts because it will not lead to a reduction in services.
35. Environment and Communities: VCS Consolidation	Saving	To be confirmed	Work is being developed across Directorates to understand where these savings may be made.
36. Environment and Communities: Income generation from location filming	Saving	No equalities implications	There is no perceived impact on equalities as the activity relates to income generated from location filming in the borough.
37. Environment and Communities: LED Lighting Budget savings	Saving	No equalities implications	Replacement of streetlights to LED lights do not directly impact any protected characteristics.

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38. Environment and Communities: Land Charges income	Saving	No equalities implications	This proposal seeks to generate savings through an increase in Land charges income and will not have any equalities impacts.
39. Environment and Communities: Income from Network management	Saving	No equalities implications	The increase in fees and charges will apply to all applicants who wish to obtain a highway license to carry out work, regardless of their protected characteristics. The revised fees are reflective of the true cost of officers administrating the license which the legislation allows the Council to charge for. This poses no equalities implications as the same fees are charged to all applications submitted and are based on the officer time spent dealing with the application.
40. Environment and Communities: 2% Salary savings	Saving	No equalities implications	Savings would be made from vacancies, natural attrition, restructures, and reduced use of agency staff. EqIAs will be completed as the proposals develop.
41. Environment and Communities: Additional Garden Waste income	Saving	No equalities implications	The increase in income is not related to any changes to the service delivered and as a result does not pose any equality impacts. It is due to us now claiming the VAT back.
42. Environment and Communities: Increased Commercial Waste income	Saving	No equalities implications	The additional income will come from businesses in the borough choosing RBKC as their waste collection provider. This does not change the waste collection service offered to residents.
43. Environment and Communities: Efficiencies across communities Dept-	Saving	To be confirmed	Community Partnerships service This proposal seeks to generate a saving through a reduction in staffing. The proposed change of reducing staffing will not impact residents. This proposal will need to be executed through a staff consultation process commensurate with HR requirements/policy and subject to further consultation.
	Saving	No equalities implications	Registrars revenue savings 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 on any protected groups.
	Saving	No equalities implications	VCS Rent Subsidy This is not a service. It is a rent subsidy to five VCS organisations, none of which will be impacted by the budget reduction, as this is an

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			efficiency saving removing the historic underspend. There are, therefore, no equalities implications.
	Saving	Negative	Youth Participation Budget and Citizens' Panel Budget Fewer projects would be supported because of this budget reduction. The youth grants aim to address cost of living and youth social action issues. The recipients are overwhelmingly young people experiencing deprivation. Impacts could be mitigated through seeking grant funding from a partner agency.
	Saving	Neutral	Economy strategy delivery The saving is in respect of an allocation earmarked to support youth careers and enterprise activity. As the full budget has not been allocated to live projects the impact is one of loss of opportunity of delivering a future project. It has no impact upon current projects and delivery and the remaining budget will support activities that are likely to have a positive impact for young people of working age (16-14).
44. Environment and Communities: Pay by Phone card charges	Saving	No equalities implications	Proposal involves a reduction in the transaction percentage rate that pay-by-phone charges RBKC for their merchant banking account facility. There is no perceived impact on equalities.
45. Environment and Communities: Proposed policy in parking charges-Expanding the enforcement of moving traffic contraventions	Saving	No equalities implications	An increase in moving traffic contraventions will increase enforcement and does not have any equalities implications.
46. Environment and Communities: Proposed policy in parking charges-Introducing purchasable annual parking permits	Saving	No equalities implications	The proposal would make it easier for a defined group of non-residents to access resident parking spaces in the borough. The proposal needs further development work before the likely equalities impacts can be properly assessed. There is the potential for the proposal to have benefits for older and disabled people if the non-resident permits are made available to non-resident carers, for example. However, this has not yet been agreed. A full EqlA will be completed on the policy that emerges through consultation.

Programme/Project	Proposal	Initial Assessment	Initial analysis
47. Grenfell: Reduction in Grenfell Corporate Costs	Saving	No equalities implications	These savings relate to reduction in costs for storage, which Housing will work with residents to resolve, and other savings (including on staff now funded from elsewhere). Therefore, no impact on groups who share protected characteristics has been identified at this stage.
48. Housing and Social Investment: Maximising benefits from property and physical assets	Saving	Neutral	This additional income will be achieved by securing a higher proportion of the total rent roll. This will only entail collecting rent as agreed in approved commercial leases and is not expected to disproportionately impact any groups with protected characteristics.
49. Housing and Social Investment: 2% salary savings	Saving	Positive	These savings are linked to unutilised funds which are not impacting on individuals or service delivery and recharges for services.
50. Housing and Social Investment: 2 New Homes Schemes online at intermediate/market rent	Saving	Neutral	This is an increase in income arising from the delivery of the new homes programme, with rents set in accordance with prevailing market rents (for market rent housing) and council policy (for intermediate rent housing).
51. Housing and Social Investment: Supported Housing Contract	Saving	Neutral	This proposal has already been implemented as a flood at the facility led to a compulsory decant of the building. There is an impact on the residents, as this specific provision for vulnerable households (some of whom have protected characteristics) is no longer available. However, the rehousing process demonstrated that there were a number of residents at the property who could be rehoused into general needs accommodation. For the remainder, there is other supported housing provision available which can meet their needs. Most of the residents have now been rehoused and the Council is accommodating the remaining households in commercial hotels while they are supported to find suitable alternative housing.
52. Housing and Social Investment: Facilities Management	Saving	No equalities implications	This saving will be achieved through efficiencies in the reprocurement of the Facilities Management contract and is not considered to have any potential for disproportionately affecting people with protected characteristics. This will be safeguarded.

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53. Resources: 2% salary savings	Saving	No equalities implications	The service will review its spend on staffing and identify 2% savings target with minimal interruption to service delivery. Savings will be made from vacancies, natural attrition, restructures, and reduced use of agency staff.
54. Resources: CRM and Website enhancement	Saving	Neutral	The impact of the savings proposal for CRM and Website is neutral. This is because the saving is associated with increasing the number and quality of online transactions on the website, and utilising CRM technology to reduce duplication. As outlined in the EQIA, whilst activity will take place to improve and enhance our online offer this will not be to the detriment of our existing face to face and telephone routes of access. The programme contains work to enhance and improve access through these routes also, through activities such as the Telephony Project, and the work to offer face to face access in community settings. Therefore, this is Neutral because we are not losing any contact channels but meeting an unmet need.
55. Resources: Consistent approach to Statutory Fees and new commercial opportunities	Saving	No equalities implications	This option is still being developed and so any groups likely to be impacted by new fees are not yet known – further equality impact assessment will be required once the option is fully developed.
56. Resources: Procurement Efficiencies	Saving	No equalities implications	There are no equalities impacts due to this being internal changes to process, policy and guidance in response to new legislation.
57. Resources: Soft FM saving	Saving	No equalities implications	This procurement is for services to council buildings, therefore there is little direct impact on residents.
58. Resources: New phone contract saving	Saving	No equalities implications	The transition to the new provider will at the administrative level and there will be no impact to operational services.