

Cumulative Equality impact assessment - Council Budget 2024-25

1. Context

The Medium Term Financial Plan presents an indicative budget gap of £22.5m in 2025-26. The indicative cumulative budget gaps in the following two years are £34.6m and £52.3m respectively. The aim is to deliver as large a proportion of the budget reductions required through transforming the way the Council delivers some of our services, but are inevitably some difficult choices to make. We will look to make these in a measured way and will continue to consider the cumulative impacts on our residents and how these will be managed.

This Cumulative Equality Impact Assessment has been developed iteratively as budget for 2024/25 has been developed. It will be kept under review to support future budget setting, the implementation of savings and to help shape transformation and inform corporate planning. The assessment has been done at the same time as we have been developing a new Equality Plan for Hackney for 2024-26 and the plan has been informed by the assessment and mitigations needed.

2. Background

In 2018, Hackney adopted a long term vision for the borough, the Community Strategy.

1. A borough where everyone can enjoy a good quality of life and the whole community can benefit from growth
2. A borough where residents and local businesses fulfil their potential and everyone enjoys the benefits of increased local prosperity and contributes to community life
3. A greener and environmentally sustainable community which is prepared for the future
4. An open, cohesive, safer and supportive community
5. A borough with healthy, active and independent residents

This vision recognised that, since early 2000s, Hackney has become a vibrant place and that the Council had helped shape this dynamic economy and the opportunities that have been created for residents. The vision recognised that not all residents had benefited from the prosperity and set a broad strategic aim to focus on aspects of the economy we could influence, to enable better access and a share of good economic growth and prosperity.

Hackney faces even greater inequality and poverty, impacting those who were already disadvantaged the most. There are national drivers affecting our communities- the cumulative impacts of the pandemic, which are complex and manifold, the cost of living crisis which has worsened levels of poverty, economic uncertainty, wage stagnation and global crises. Locally, Hackney like other London boroughs is seeing a changing demographic, with fewer families and a housing crisis. Hackney has challenges building trust and confidence with significant groups of residents who are more likely to be disadvantaged. We have a workforce that is

having to respond to a growing need in a community, whilst experiencing the cost of living crisis themselves. This has all also exposed more greatly the deep rooted structural and systemic inequality. Trying to respond with a shrinking Council budget and public sector budget, and growing demand is extremely challenging.

The Strategic Plan 2022-26 identifies how much more difficult it has been therefore to work towards the long term vision. This cumulative equality impact assessment needs to be understood in this wider context.

3. What is a Cumulative Equality Impact Assessment?

The Public Sector Equality Duty requires us to demonstrate how Council decisions give due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations, with regards to protected characteristics.

Whilst due regard is not well defined in the Duty, Hackney's is based on the Equality and Human Rights Commission's technical guidance, which draws on a set of principles from case law ("Brown Principles"). An Equality Impact Assessment is not required in this guidance, keeping a record of this process is the best way to demonstrate how consideration has been given. This should be integrated into the key decision making documents and can also be shown in separate analysis.

In Hackney, our equality impact assessment asks decision makers to consider the impact on groups protected by the 2010 Equality Act and also those experiencing social and economic disadvantage, and any other groups who might be identified as vulnerable.

Guidance from the Equality and Human Rights Commission advises that the public sector should see individual decisions within the wider context of decisions made by the authority and by the wider public sector, so that people with particular protected characteristics are not unduly affected by the cumulative effects of different decisions. This means that alongside ensuring that equality impact assessments are carried out for individual decisions that have a material impact on staff or residents, we also undertake a cumulative impact assessment when there are a range of savings or changes being proposed at the same time. The cumulative impact assessment helps us to understand:

Council Services: The compounding impacts on a specific equality or vulnerable group that arise from changes across a set of services; and

Wider Services: The knock on impact on other services arising from a cut or change to a Council Service

In considering these impacts we look at:

Potential Impact: Future costs that may arise as a result of current savings

The wider social and economic context and the way this might exacerbate any impacts;

Indirect Impact: The way impacts on individuals might impact the wider community or place; and

Community Impact: Wider risks to the reputation of the Council or wider area e.g. trust, community cohesion or business confidence)

Cumulative impact assessments help ensure decisions are:

- To ensure we are being fair – and understand how we might be disproportionately or disadvantaging one group because of their protected characteristic or vulnerability or because they are already disadvantaged
- To therefore promote good relations between communities because we are making decisions that are fair
- To try to anticipate all consequences as far as possible so that this informs final decision making and implementation
- To identify risks to delivering our strategic vision and strategic plan

The cumulative impact assessment builds on the last budget cumulative impact assessment undertaken for 21/22 and a cumulative impact assessment of the pandemic impacts summarised [here](#).

4. Which proposals have equality impacts?

Area	24/25 £m	25/26 £m	26/27 £m	Total £m	Is there an impact? Is EqIA needed?	Details of staff impacted	Resident groups impacted summary	Type of Change
12 AREAS								
Parking	2.5	0.4	0.4	3.3	No impact. No EqIA needed.	None	None	No impact expected
Estates work	1.05	0.45	0	1.5	Indirect impact. EqIA will support implementation	None	Potential indirect impacts	Potential indirect No impact expected impacts on voluntary sector and on reduced resident contact points
Public Health	1	1	1	3	There is an impact. EqIAs needed for contract reviews. Preventative work will need to be underpinned by equality analysis.	None	Children and Young People Residents with multiple needs	Positive impacts intended by moving to: Early help and Preventative work Empowerment and independence Change, in itself, has an impact which needs to be understood. Potential impact on other services and partners.
Adult Social Care Transformation	0.77	1.78	3.31	5.86	There is an impact. EqIAs will be needed for each strand of		Older residents , Residents with multiple needs	Positive impacts intended by moving to: Early help and Preventative work Empowerment and

Area	24/25 5£m	25/26 6£m	26/27 7£m	Total £m	Is there an impact? Is EqlA needed?	Details of staff impacted	Resident groups impacted summary	Type of Change
					work.		Disabled residents	independence Change, in itself, has an impact which needs to be understood. Potential impact on other services and partners and parents / carers.
Street Cleansing & Waste	0.65	0.65	0.7	2	No impact. No EqlA needed.	Changes to working hours under flexible working	None	Potential impacts on reduced service standards
Income Generation	1.4	0.5	0.3	2.2	No impact. No EqlA needed.	No	None	No impact expected
Future workforce & corporate centre 2024/25	1.4	0.6	0.3	2.3	Potential indirect impact in future years (not 24/25) EqlA needed for future plans	Not clear yet.	Not clear yet	Not clear yet.

Children's Centres	1.1	1	1.9	4	There is an impact. EqlA will be developed to support the final decision.	Women from black and global majority backgrounds	Children, particularly Black and Global Majority heritage Children being assessed as being, in need of early help Parents and carers	Positive impacts intended by ensuring support is focused on children most in need. Change, in itself, has an impact which needs to be understood. Negative impact on children, parents and carers using specific children's centres under review. Potential impact
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								on other services and partners.
Young Hackney	0.5	0.5	0	1	There is an impact. EqIA completed.	Majority (65.5%) are women from black and global majority backgrounds and over 80% aged under 50 years	Children and Young People, Black and global majority residents, Socio-economically disadvantaged groups	Negative impact on capacity for: Early help and Preventative work Empowerment and independence. Positive impact: by focusing on adolescents (10-19 years olds, and up to 25 years for young people with SEND Potential impact on other services and partners.
SEN transport	0.25	0.25	0	0.5	There is an impact. EqIA will be developed to support implementation		Disabled children	Positive impacts intended by moving to: Empowerment and independence Change, in itself, has an impact which needs to be understood. Potential impact on other services and partners, and parents / carers.
DISCRETIONARY								
Area	24/25 £m	25/26 £m	26/27 £m	Total £m	Is there an impact? Is EqIA needed?	Details of staff impacted	Resident groups impacted summary	Type of Change
Stoke Newington Library Two year saving related to temporary closure that was already planned	0.175	0.073		0.248	No impact. No EqIA needed.	Permanent library staff will be redeployed. 4 apprentice roles will not be recruited to.	Indirect- no apprentice roles created.	Reducing service standards (temporarily)
Communications	0			0.17	No impact. No EqIA needed.	None	None	No impact expected

Love Hackney	0.04	0.04		0.08	There is an Impact. Resident awareness will be monitored.	Older residents, Disabled residents	Resident contact points	Impact on reduced resident contact points
Parks	0.1			0.1	No impact. No EqIA needed.	None	None	No impact expected
Introduction of chargeable garden waste service to residents	0.35	0.118		0.468	No impact. No EqIA needed.	None	None	Reducing service standards
Reduce the spend on the intelligence hub by 50%.	0.22			0.22	There is an impact. EqIA completed.	5 staff affected	Women LGBTQIA communities social disadvantaged communities all disproportionately affected by crime.	Negative impacts: On place Reducing service standards On partners and other services
Enforcement.	0.301	0.101		0.402	There is an impact. EqIA completed.	3 staff affected	Potential impact depending on whether Fixed penalty notices (FPN) affect certain groups more than others.	Increase in FPN may affect some groups
Changes to cash management channels	0.141			0.141	No impact. No EqIA needed.	3 staff affected, one agency	None	No impact expected
Regeneration	0.2			0.2	No impact. No EqIA needed.	None	Indirect	Impact on place On partners and other services
Private rented	0.2			0.2	No impact. No EqIA needed.	None	None	No impact expected

5. Analysis

5.1 Groups most impacted by change

The groups who are most affected cumulatively by proposals where impacts are likely to be *positive* are:

- Children and young people and households with children - particularly 0-9 year old children who are black or global majority
- 10-19 year old children who are black or global majority
- Black and global majority staff
- Children with special educational needs or identified as in need of early help
- Residents with multiple needs, including older residents and those who are learning disabled

The groups who are most affected cumulatively by proposals where impacts are likely to be *negative* are:

- Children and young people and households with children - particularly 0-9 year old children who are black or global majority
- Black and global majority staff

Children from black and global majority groups, children with special educational needs and children who have been identified for early help are most impacted cumulatively by proposals. This is because there are there are significant proposals under Children's Centres and Young Hackney. Both proposals, however, consider how resources can be better targeted at those in greatest need, so that black and global majority children. The observations and recommendations below address the need to develop more granular analysis and keep intended outcomes under review.

5.2 Proposals have largely been developed over a medium term 2-3 year time frame

This means that many proposals are still at an early stage. As the detail is developed, a more detailed equality analysis and impact assessment will be needed. **The proposals that require a more detailed equality analysis and impact assessment are identified in the table above.**

Furthermore, there are proposals that are unlikely to have an impact in 24/25, but may have an impact in future years, depending on the detail. **The proposals that are likely to have a future impact have been identified in the table above.**

5.3 Proposals move to more empowering models of service that promotes independence and work upstream, supporting prevention and early help

Proposals coming forward from Adults Social Care, Public Health and Children and Education (SEND) all present a more positive, enabling and empowering model of public service delivery. Proposals coming forward from Public Health are seeking to move resources "upstream" and proposals from Young Hackney are seeking to prioritise preventative work, and to support further integration with health partners, for example via the super youth hubs.

These proposals, which are intended to deliver positive outcomes, can, nevertheless, have negative, unintended, consequences which need to be understood. **We need to keep impacts under review and be prepared to modify approaches to ensure outcomes are as intended.**

Even when proposals are intended to deliver positive outcomes, change, in itself, has an impact. **The differential impact of change on groups should be analysed**

and kept under review. Specifically, some groups may need more support or advocacy to be able to be truly empowered. **To support this, a detailed consideration of who these groups are, how they are best engaged and supported, would help ensure that the intended outcomes are achieved.**

More savings of this nature may be coming on stream in future years as we have to look at more budget areas. There will be a common set of conditions needed to help us move to more empowering, upstream models of service delivery- including communications, partnerships and the development of community based work.

There is an opportunity to look at an approach to early help and prevention across the system so we can better pool resources as we develop the right conditions for this change to happen.

A communications and engagement plan that includes service users, carers, families, the voluntary and community sector and the wider community will help ensure that people understand the positive ambitions and can feed back on how changes are working in practice.

5.4 Proposals are intended to target support to those who need it most

Proposals which are intended to deliver positive outcomes can nevertheless still have impacts on current user groups, who can no longer access the service or the service as it was. There will be an overall reduction in capacity across all areas of Young Hackney, and changes in Children's Centres. There will be changes to contracts in Public Health. **These proposals are identified in the table above. The implementation will need to be kept under review, to ensure that the targeting of support is having the intended impact, and the impacts on those who can no longer access service, can be justified.**

5.5 Impact on Voluntary and community sector

Proposals in this tranche of savings and future plans will cumulatively impact on the overall resources available for the voluntary and community sector.

Savings proposals impacting on the VCS should be looked at in the round and plans to mitigate impacts should also be looked at in the round, so we are coordinated about:

- Plans to leverage in external funding
- Plans to work collaboratively with the VCS sector to be as effective as possible in diversifying income
- Plans for savings across the system

5.6 Impact on place

As more detailed proposals come on stream during 24/25, and we reduce the level of service, we will need to explain why we have had to make these choices because other savings would have greater impacts. There is a potential impact on place arising from community safety- we need to ensure we do not unintentionally create new problem areas or hot spots that cost more to manage in the longer term.

We also need to undertake work that helps us reset civic expectations and responsibilities of the role residents have to play.

5.7 Impact on partners

There is an opportunity to engage proactively with partners about plans and where there might be opportunities to work in partnership to develop solutions and approaches. Proposals could make more explicit reference to current plans for engaging partners. **Further plans to engage partners, underpinned by a stakeholder analysis linked to these proposals should also be developed.**

5.8 Impact on staff

A large number of staff are not impacted by these proposals but where staff are impacted, proposals are disproportionately impacting women from black and global majority groups. Staff will also be impacted by changes to terms and conditions. In some cases staff will be impacted by changing expectations or more demand. **We will need to keep these impacts and mitigations under review, and they will need to inform workforce plans and the wellbeing strategy that is under way.**

6. Recommendations

6.1 To undertake the more detailed analysis identified in section 5 to understand the impact of proposals agreed for 24/25

6.2 To update this assessment to reflect this more detailed analysis and as new proposals are developed for 25/26

6.3 To use the thematic analysis and actions proposed to inform:

- future budget setting
- the implementation of future savings
- Plans for transformation
- corporate planning

The assessment has been done at the same time as we have been developing a new Equality Plan for Hackney for 2024-26 and the plan has been informed by the assessment.

7. Detailed overview of impacts

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
12 AREAS								
Parking The saving can be delivered through increased income arising from the continuing implementation of the Parking Enforcement Plan and including sustainable income achieved over the last couple of years in the budget. (agreed in July Cabinet)	2.5	0.4	0.4	3.3	No EqIA needed. This is about securing income from enforcement so there shouldn't be an impact.	None	None	No impact expected
Estates work This workstream incorporates a range of activities aimed at maximising the financial contribution from our commercial estate; ensuring the efficient and effective operation and maintenance of our corporate buildings (incorporating the implementation of a Corporate Landlord model and a review of our assets generally including the	1.0 5	0.45	0	1.5	Indirect impact. EqIA will support implementation There could be impacts in the future arising from any plans around disposal and consolidation of assets, This work needs to be closely linked to wider asset management work and Space Bank commitments.	None	Potential indirect impacts	Potential indirect No impact expected impacts on voluntary sector and on reduced resident contact points

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
sustainability of assets in the VCS portfolio). (agreed in July Cabinet)								
<p>Public Health</p> <p>An exercise is being undertaken in the service to review all service contracts and associated end dates. A working group will then be established to review service pathways and to establish which contracts can deliver further efficiencies through rebadging of eligible expenditure to ensure we adhere to the Public Health grant conditions.</p> <p>The proposal focuses on how Public Health funding and Council funding could be optimised to better tackle health inequalities.</p> <p>Funding will be moved from “downstream” services like smoking cessation, mental health and sexual health to “upstream” preventative</p>	1	1	1	3	<p>There is an impact.</p> <p>EqlAs needed for contract reviews. Preventative work will need to be underpinned by equality analysis.</p> <p>In the short term, there could be a set of equality groups who are more impacted than others because they are overrepresented in “downstream” services. There could also be a wider community impact in some cases if vulnerable people no longer receive support they were used to accessing.</p> <p>The equality impact assessment and cumulative impact assessment of any specific contract endings or revisions should be undertaken - eg CHYPS.</p> <p>This analysis should inform fine tuning of plans for decommissioning downstream services.</p> <p>Underperformance of CHYPS</p>	None	<p>Children and Young People</p> <p>Residents with multiple needs</p>	<p>Positive impacts intended by moving to: Early help and Preventative work Empowerment and independence</p> <p>Change, in itself, has an impact which needs to be understood.</p> <p>Potential impact on other services and partners.</p>

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>work that focuses on the “drivers of wellbeing.”</p> <p>(Recommended for approval December Cabinet)</p>					<p>contract is noted - but also the need to still meet the needs that the CHYPS service was set up to address.</p> <p>Health in all policies: Proposals for preventative work need to be underpinned by population health needs analysis and kept under review, to ensure that the changes do have the intended preventative impact and impact on Council budgets.</p>			

Area	24/ 25 £m	25/ 26 £m	26/ 27 £m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>Adult Social Care Transformation Programme LBH ASC are working with a Delivery Partner, Newton Europe, to design and implement a significant programme of change, called the 'Transforming Outcomes Programme'. The programme is currently in the 'Design' phase. This is when teams will collaborate to design solutions and changes to realise opportunities to deliver better outcomes identified through a diagnostic activity that took place in Spring/Summer 2022.</p> <p>Recommended for approval December Cabinet</p>	0.77	1.78	3.31	5.86	<p>There is an impact.</p> <p>EqlAs will be needed for each strand of work.</p> <p>The assumption is that the savings proposed are primarily “cost avoidance”</p> <p>The Transformation Programme also identifies alternative support that could be provided and also how services are commissioned.</p> <p>This will help us understand the groups who may need more support or advocacy to be able to be truly empowered. To support this, a detailed consideration of who these groups are, how they are best engaged and supported, would help ensure that the intended outcomes are achieved.</p> <p>Insight on outcomes from service users, family and carers on the changes should be tracked by equality group.</p> <p>A communications and engagement</p>		<p>Older residents , Residents with multiple needs Disabled residents</p>	<p>Positive impacts intended by moving to: Early help and Preventative work Empowerment and independence</p> <p>Change, in itself, has an impact which needs to be understood.</p> <p>Potential impact on other services and partners and parents / carers.</p>

Area	24/ 25 £m	25/ 26 £m	26/ 27 £m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
					<p>plan that includes service users, carers, families, the voluntary and community sector and the wider community will help ensure that people understand the positive ambitions and can feed back on how changes are working in practice.</p>			
<p>Street Cleansing & Waste - route optimisation and increasing commercial charges in line with inflation in 2024-25 and proposals which are arising out of service transformation in 2025-26 & 2026-27</p> <p>Recommended for approval December Cabinet</p>	0.65	0.65	0.7	2	<p>No impact. No EqlA needed. There will be changes to working hours under flexible working, there is also flexibility in the model to meet preferences if new working patterns don't suit.</p> <p>Removal of waste liners might impact on those on low incomes if they decide to still line food bins- and may lead to fewer participating in food recycling.</p> <p>Changes to waste liner need to be communicated so that people understand the changes in practical terms, but they also need to be explained in wider communications plans about the difficult choices we are having to make.</p>	<p>There will be changes to working hours under flexible working, there is also flexibility in the model to meet preferences if new working patterns don't suit.</p>	None	<p>Potential impacts on reduced service standards</p>

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>Income Generation Development of commercial approach to traded activities and maximisation of income generation opportunities. This will include a review of financial sustainability of existing trading activities to ensure that they at least cover the full cost of providing the service, and exploration of new areas to maximise income. This work will include the development of a commercial strategy. Recommended for approval December Cabinet</p>	1.4	0.5	0.3	2.2	<p>No impact. No EqlA needed.</p> <p>Current proposals do not introduce any changes that impact on public services or impact on delivery of public services in any other way.</p>	No	None	No impact expected
<p>Future workforce & corporate centre 2024/25 savings will be achieved through a combination of the benefits of hybrid working possible through the changes introduced throughout the pandemic, which has resulted in less expenditure on items such as equipment, printing and stationery plus an efficiency</p>	1.4	0.6	0.3	2.3	<p>EqlA needed for future plans to identify groups impacted by 2025/26.</p> <p>24/25 savings are identified as efficiencies that do not impact on services to residents.</p> <p>Medium term: unclear what proposal is as yet.</p>	Not clear yet.	Not clear yet	Not clear yet.

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
target for corporate support services. 2025/26 savings may impact on residents. Recommended for approval December Cabinet								

<p>Children's Centres An independent review of Children's Centre childcare provision was undertaken by Ernst and Young over a period of 9 weeks. A 12 week statutory consultation and engagement period has now started on the restructuring of early education and childcare provision delivered by the children's centres funded by the Council to deliver subsidised childcare, as a means to achieving greater efficiency. The consultation is scheduled to commence on 31 January to 24 April 2024.</p> <p>For January Cabinet</p>	1.1	1	1.9	4	<p>EqlA will be developed to support the final decision. <u>Cabinet Paper</u></p> <p>The Cabinet Paper identifies that vulnerable and disadvantaged families, as well as speakers of other languages, may need additional support to engage with the consultation or be engaged via non-traditional means.</p> <p>The final proposal will demonstrate how proposals are intended to to prioritise support to marginalised and vulnerable children and families with the creation of SEND provision, child in need places, and enable lower income families to continue to access early education in order to reduce inequalities in child development, and school readiness.</p>	Women from black and global majority backgrounds	Children, particularly Black and Global Majority heritage Children being assessed as being, in need of early help Parents and carers	<p>Positive impacts intended by ensuring support is focused on children most in need.</p> <p>Change, in itself, has an impact which needs to be understood.</p> <p>Negative impact on children, parents and carers using specific children's centres under review.</p> <p>Potential impact on other services and partners.</p>
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Area	24/ 25 £m	25/ 26 £m	26/ 27 £m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>Young Hackney The aim is to design a future service model that will continue to meet the Council's statutory duty to secure educational, recreational and leisure time activities, and sufficient facilities for such activities and respond to the identified needs of young people across the borough over the next decade - Supporting early intervention to address the broad range of needs and risks children and young people can experience; removing barriers to their progression and helping them to build resilience and develop qualities and skills for life so that they have opportunities to develop their potential in education, employment and enterprise, feel healthy and safe and contribute to civic society and local community.</p>	0.5	0.5	0	1	<p>EqIA completed here Proposal applies % reduction evenly across all universal, targeted and commissioned activity. Impact assessment should consider the impacts of this proposal on residents and on staff and to explain why the % saving has been applied rather than redesigning or protecting of some services over others. EqIA raises concerns that there will be gaps in provision which would impact negatively on young people and families, possibly causing more problems and costs later.</p>	<p>Majority (65.5%) are women from black and global majority backgrounds and over 80% aged under 50 years</p>	<p>Children and Young People, Black and global majority residents, Socio-economically disadvantaged groups</p>	<p>Early help and Preventative work Empowerment and independence</p>

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
DISCRETIONARY all for Jan Cabinet								
Stoke Newington Library Two year saving related to temporary closure that was already planned	0.1 75	0.07 3		0.248	No impact. No EqlA needed.	Permanent library staff will be redeployed. 4 apprentice roles will not be recruited to.	Indirect- no apprentice roles created.	Reducing service standards (temporarily)
Communications Hold a Service Director Vacancy pending a leadership review. (one off)	0			0.17	No EqlA needed. The service includes one vacant post Strategic Director Engagement, Culture and Organisational Development. The functions of the post have been redistributed across the Council and there are no plans to recruit to this post.	None	None	No impact expected

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>Love Hackney The proposal is to reduce the number of Love Hackney editions in the year. We produce our print magazine Love Hackney c. 6-10 editions per year. Each edition costs c. 20k in paper, print and distribution costs. We are going to trial limiting our number of editions we print to see if we can maintain providing the information residents need with a decreasing number of editions each year.</p>	0.04	0.04		0.08	<p>There is an impact Resident awareness will be monitored - should it drop significantly, we will have to review our approach. Residents will eventually receive 6 as opposed to 10 editions of Love Hackney per year. This could be seen as further impacting those who are most excluded from digital information and could have an equality impact. 10 % of people prefer to access information via Hackney Today according to the last resident survey (and 16% of 45-64 year olds and 19% of over 65s). 6% of residents have never used the internet, but this rises to 33% for over 65s.</p>		Older residents, Disabled residents	Impact on reduced resident contact points
<p>Parks The savings proposed includes the following:</p> <ul style="list-style-type: none"> • Seasonal Bedding / Bulbs: Removing all seasonal bedding in parks and green spaces • Waste Collection (Evening): Stopping the evening / night litter collection within Parks and 	0.1			0.1	<p>No EqlA needed. The choices we have had to make about seasonal beddings and waste collection will need to be explained as part of wider communications.</p>	Some staff affected by overtime ending.	None	Reducing service standards Impact on place

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
Green spaces in the summer months (April - Sept)								
<p>Introduction of chargeable garden waste service to residents This brings the service in-line with most other boroughs. Hackney currently offers a free of charge service, whereas 66% of London boroughs (and a greater proportion nationwide) apply a charge for garden waste services.</p> <p>Introduce a new subscription service of £85 per subscription, whereby residents will only be entitled to utilise the service if subscribed and the annual service fee paid. This is a model adopted by many local authorities, and is known as a 'subscription service' or 'chargeable service'.</p> <p>Properties on estates using</p>	0.35	0.118		0.468	<p>No impact. No EqlA needed. Hackney is anomalous in offering a free service and those with gardens are more likely to be able to afford the £85. Changes need to be communicated so that people understand the changes in practical terms, but they also need to be explained in wider communications plans that set out the big picture challenges and the difficult choices we are having to make.</p> <p>Provide advice about composting schemes.</p> <p>Look at potential for communal composting projects.</p>	None	None	Reducing service standards

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>the communal garden waste service share bins, as such charging per bin would not be feasible. However, there is the potential to introduce an ad hoc collection, per bag, garden waste service as part of a phase 2.</p> <p>(off set by one off investment of £150k)</p>								

Area	24/ 25 £m	25/ 26 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>Reduce the spend on the intelligence hub by 50%.</p> <p>This change proposal affects the Community Safety Intelligence Hub (Intel Hub) and would result in a reduction in staff from 8 to three posts. Consequently only the Partnership Analyst and Performance Manager, Partnership Analyst and one Intelligence and Demand Officer will remain within the Intel Hub. This would result in only the retention of the :-</p> <p>Partnership Analyst and Performance Manager</p> <p>Intelligence and Demand Officer</p> <p>Part Time Administrator and Finance Officer</p>	0.2 2			0.22	<p>There is an impact. EqIA needed.</p> <p>A detailed impact analysis is needed to understand any mitigations This is crucial in providing the evidence base upon which decisions are made, and in ensuring that our finite resources are focused and targeted; on the places and people that require them the most.</p> <p>This will affect provision in other areas such as our street users interventions and the service we provide to internal and external community safety partners. There is likely to be redundancies</p>	5 staff affected	Women LGBTQIA communities social disadvantaged communities all disproportionately affected by crime.	<p>Negative impacts: On place Reducing service standards On partners and other services</p>

Area	24/ 25 £m	25/ 26 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>Enforcement The proposals for 2024/25 Includes:- Increasing the Fixed Penalty Notice (FPN) fine to £300 with an early payment reduction to £200 which is projected to bring in £152k. To mainstream the additional manifesto commitment allocation of £83k into the Enforcement Officer duties which will produce an overall saving of £83k Reduce one EO post at £51K. To increase the number of fixed penalty notices issued by 50 at £300 per ticket giving an additional revenue of £15k. The increase is in line with an increase in the use of FPNs over the last 3 years. The proposed saving for 2025/2026 will see a further reduction of 2 EOs provides a saving of £102K</p>	0.3 01	0.10 1		0.402	There is an impact. EqIA needed to help understand whether FPN increase will affect any groups who are already disadvantaged.	3 staff affected		Increase in FPN may affect some groups

Area	24/ 25 £m	25/ 26 £m	26/ 27 £m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>Changes to cash management channels: Savings of £141,459 per annum could be achieved through closing the Council's Self-Service Payment Centre. The Council will continue to accept cash payments through more than 100 Post Office and PayPoint locations across the borough.</p> <p>The analysis in the template shows how cash payment trends have changed since the period of lockdown restrictions due to the Covid-19 pandemic (an 80.78% reduction in payments made through the Self-Service Payment Centre in 2023/24 year to date compared to 2019/20). Interviews with a sample of users of the Self-Service Payment Centre have shown that a majority (63%) pay by card rather than</p>	0.1 41			0.141	No EqlA needed. Residents can continue to pay in cash in a large number of convenient locations across the borough and the number of residents using the Self-Service Payment Centre has reduced very significantly from pre-pandemic levels.	3 staff affected, one agency		No impact expected

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>cash.</p> <p>Arrangements are being made to ensure that all payments that can currently be made through the Self-Service Payment Centre are available through other cash payment channels. The only remaining area still under investigation is leaseholder service charges (for which 30 cash payments were received between April - September 2023).</p>								

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>Regeneration The proposal involves a reduction in the Regeneration and Economic Development revenue staff budget (£100k) and in the revenue non staff budget (£100k) for the service.</p> <p>The staff revenue savings proposal can only come into effect once the Regeneration and Economic Development service restructure is complete (Spring 2024 but exact date tbc) as the savings are linked to a restructure of the service. The non staff revenue budget saving can come into effect from the start of the new financial year- April 2024.</p>	0.2			0.2	<p>No EqIA needed Less funding available to commission consultants to carry out regeneration and economic development work. Less revenue budget available for regeneration and economic staff but the service restructure will take this into account.</p> <p>Potential impact on all Regen and ED related manifesto commitments in terms of speed of delivery and completion.</p>	None	None	Impact on place On partners and other services

Area	24/ 25 £m	25/2 6£ m	26/ 27£ m	Total £m	Recommendations	Details of staff impacted	Resident groups impacted summary	Type of impact
<p>Private rented sector Over the last twenty years, the private rented sector in Hackney has grown from around 10,000 units of stock to over 32,000 units in 2023, one of the fastest growing stock rates in the UK. The private rented sector currently constitutes the single largest housing tenure in Hackney. The Private Sector Housing (PSH) team is responsible for intervention within this particular housing stock. Work requirements for the team in 2023 are vastly different and vastly increased including for example: dealing with damp and mould, fire safety, licensing, enforcement and advice to landlords and tenants. Private sector housing (one off)</p>	0.2			0.2	<p>No EqlA needed. Amended working practice to focus efforts on frontline - saving is achieved by not taking up additional £200k</p>			No impact expected