

Cumulative Impact Assessment

January 2026

1 Context

This report assesses the equalities impacts of the savings proposals set out in the Council's Budget for 2026/27.

As part of its annual budget-setting process, the Council is legally required to have due regard to the Public Sector Equality Duty. This means considering how budget decisions may affect different groups, particularly in relation to eliminating discrimination, advancing equality of opportunity, and fostering good relations. To meet this duty, Equality Impact Assessments (EqIA) are carried out to assess potential impacts and ensure that decisions are informed by relevant evidence.

The cumulative assessment of these EqIAs is a key tool in meeting this obligation. It helps ensure that equality considerations are embedded in the budget-setting process, supports the implementation of savings, informs transformation efforts, and shapes wider corporate planning.

1.1 Deprivation Context: Hackney and the 2025 IMD

The 2025 [Indices of Multiple Deprivation](#) (IMD) shows Hackney was the most deprived London borough by average score in 2025 (2nd in 2019) and the 3rd most deprived London borough by average rank (2nd in 2019). While the borough's overall ranking has improved since 2010, the gap between the most and least deprived neighbourhoods is widening.

In 2025, 16% of Hackney's neighbourhoods were among the 10% most deprived in England, up from 11% in 2019. At the same time, some areas have become more affluent, highlighting increasing inequality within the borough.

Deprivation is particularly severe for vulnerable groups:

- Hackney ranks 2nd in England for income deprivation among children and older people.
- Nearly 64% of children and 55% of older people live in income-deprived households.

The most affected areas include Woodberry Down, Springfield, Stamford Hill West, northern Cazenove and the eastern part of Kings Park, Homerton, Hackney Wick, the borders of Victoria and Homerton wards, and parts of Hackney Central.

These trends underline the importance of considering cumulative impacts when setting the Council's budget. The IMD findings strengthen the case for targeted mitigations and for placing equity and need at the centre of financial decision-making, especially where changes affect those already facing the highest levels of deprivation.

1.2 Contextual Growth Pressures Across Statutory Services

Demand across statutory services continues to rise and is increasingly concentrated among residents with multiple protected characteristics and those living in the most deprived circumstances. Growth investment in these services reflects the Council's legal duty to meet need, protect vulnerable residents and prevent longer-term harm and cost.

Housing & Homelessness

Homelessness demand remains high, with over 300 approaches recorded in November 2025. While there has been a small month-on-month reduction, demand remains higher than a year ago and follows a longer-term upward trend. The data shows clear inequality in who is affected: Black or Black British-African residents account for the highest number of homelessness approaches. This reflects wider structural inequalities linked to housing affordability, income insecurity and deprivation.

These patterns indicate sustained pressure on prevention, assessment and temporary accommodation services. Growth in this area is necessary to respond to ongoing demand and reduce the risk of homelessness becoming more entrenched.

Adult Social Care

Adult Social Care demand is concentrated among older people, working-age disabled adults and residents involved in safeguarding processes. People aged 65+ are over-represented in receipt of services, while a high number of adults aged 18–64 request support, particularly in safeguarding pathways. Black residents are also over-represented in Adult Social Care compared with their share of the borough's population.

Women, widowed residents and people without strong informal support networks are more likely to rely on formal care. Demand is also higher in neighbourhoods with greater deprivation and long-term health conditions. These factors point to rising complexity and intensity of need, placing ongoing pressure on statutory provision.

Children's Services

Growth pressures in Children's Services are concentrated in statutory areas such as safeguarding, SEND and support for vulnerable families. These services primarily support children and families with multiple protected characteristics and those living in deprived or unstable circumstances. There is clear overlap with pressures seen in housing and adult services, particularly where families experience disability, poverty or housing insecurity.

Joined-Up Impact

Across all three areas, the same groups are consistently most affected:

- residents experiencing socio-economic disadvantage
- Black and Global Majority communities
- disabled adults and children
- older people
- families facing safeguarding or housing instability

Growth investment in Children's Services, Adult Social Care and Housing & Homelessness is therefore targeted at residents with the highest levels of need and risk. It supports compliance with the Public Sector Equality Duty and the Council's voluntary socio-economic duty, and helps prevent cumulative disadvantage from deepening across the borough. Without this investment, there is a clear risk of escalating demand, poorer outcomes for residents and higher long-term costs to the Council.

2 Background

In November 2022, Hackney Council adopted a four-year Strategic Plan to address deep-seated inequalities amplified by over a decade of national austerity and the impacts of the COVID-19 pandemic. An equality plan was needed to support the ambitions of the strategic plan and political priorities and consider these ambitions through an equality lens. Hackney's new [Equality Plan](#) was adopted in February 2024, it aims to foster fairer outcomes, comply with legal duties under the Equality Act, and transform Hackney into a more inclusive, diverse, and resilient borough.

Two integral components of the Equality Plan are the [Anti-Racism Framework](#) and the [LGBTQIA Strategic Framework](#). These frameworks provide tailored approaches to address racial and LGBTQIA-related inequities, grounding the Equality Plan in Hackney's commitment to anti-racism and LGBTQIA inclusivity.

The Equality Plan introduces five primary objectives categorised into community-facing and organisational goals:

Community-Focused Objectives:

1. Eradicate inequality across life stages through preventive action.
2. Enhance opportunity and well-being across diverse communities.
3. Celebrate and serve Hackney's diverse populations, valuing their contributions.

Organisational Objectives:

4. Embed equality into service planning and practices.
5. Facilitate systemic institutional change to support inclusion and anti-racism.

These objectives reflect Hackney's proactive stance on addressing inequalities through policy, community collaboration, and institutional accountability. Special attention is given to vulnerable groups, including individuals facing socio-economic disadvantages, care experienced young people, marginalised racial or gender groups, single parents, people with insecure immigration status, and others experiencing intersecting forms of inequality.

The Equality Plan outlines Hackney's obligations under the Equality Act, requiring public bodies to eliminate discrimination based on protected characteristics such as age, disability, race, and sexual orientation. Additionally, Hackney voluntarily considers socio-economic factors, as per section one of the Equality Act, recognising the intersection of poverty and inequality through the [Poverty Reduction Strategy](#).

The Equality Plan underpins the assessment of savings proposals and their cumulative impact. It ensures that decisions consider the needs of diverse communities, focusing on minimising adverse effects on the most vulnerable groups. This framework acts as a guide for budgetary adjustments to uphold Hackney's commitments to inclusivity, accountability, and improved community relations amidst ongoing socio-economic challenges.

This cumulative equality impact assessment needs to be understood in this wider context.

3 What is a Cumulative Impact Analysis?

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 regard to protected characteristics.

The impact of individual budget savings proposals on groups protected by the 2010 Equality Act and those experiencing social and economic disadvantage are being considered for each proposal. Each proposal should identify how the impact can be justified and what mitigation is needed.

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 EqIA 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:

- **Short, medium and long term impacts** on protected characteristics and other groups identified in the Equality Plan as experiencing inequity due to life experience
- **Social and economic context** and the way this might exacerbate any impacts as part of the Voluntary Socio-Economic Duty
- **Intersectional impacts** where there may be inequalities or disproportionate impact due to multiple intersecting characteristics or experiences
- **Community Impact** on community cohesion, trust and confidence in the council or the council's reputation
- **Staff Impact** on current staff or on the council's ability to attract talent in the future

This work will support decision making and transformation, and promote:

- Fairer decisions that consider cumulative disadvantage, and mitigations and action needed

- Anticipation of consequences as far as possible in the round, so that this informs final decision making and implementation
- Consideration of risks to delivering our strategic vision and strategic plan
- Support the identification of recommendations for how these impacts can be mitigated and managed in the short and medium term, and building this into corporate planning and transformation work for the long term.

This cumulative impact assessment builds on the last budget cumulative impact assessment undertaken for 2025-27. The previous report can be viewed [here](#).

4 Proposals

The following proposals were submitted with an Equality Impact Assessment and have been included in this report.

Adults Health & Integration Directorate

- Double Handed Care (cr)
- Direct Payments (increased rollout) (cr)
- Charging for Telecare (s)
- Care Charging Policy Changes (cr)
- Light touch financial assessments (cr) T
- Light touch financial assessment (backlog - one off) (cr) T

Children & Education Directorate

- Leadership & Management review - SEND
- Virtual Headteacher Service - Review of the Virtual School
- Replacing Social Work posts with Alternatively Qualified
- Consolidation of children's commissioning functions
- Hackney Education Staffing review
- Review of Short Breaks Service
- School Improvement Partners
- Clinical Services Review

Chief Executives Directorate

- Corporate Strategy & Transformation - Creation of Strategy, Equality and Community Partnerships Function
- Target Operating Model 1 Workforce
- Target Operating Model 2 Strategic Enabling Service
- Resident Experience Transformation Programme Phase 2

Housing, Climate & Economy Directorate

- Private Licensing Scheme
- Rollout of Universal Credit means we can spend less on housing benefit administration
- Temporary Accommodation Demand Management
- Culture, Libraries and Heritage
- Employment, Skills & Adult Learning closure of Gascoyne
- Income Generation Venues and Parks and Green Spaces (Involving Markets and Street Trading)

- Housing Revenue Account Extension of Service Charges
- Housing Revenue Account Rechargeable Repairs

Finance & Corporate Resources Directorate

- Financial Management and Support (excl Audit)
- Revenues - post reduction - digitisation and transfer to UC
- ICT Digital and Customer Services

Any other proposals submitted for this period did not require an Equality Impact Assessment and so have not been included.

5 Analysis

Cumulative impacts are inevitable given the scale of savings required to ensure future sustainability and responsible growth. This analysis should be used to help refine proposals. All proposals taken forward should ensure the EqlA is completed alongside proposal development and implementation to analyse potential disproportionate impacts on those with protected characteristics, provide mitigation to demonstrate [due regard to the public sector equality duty](#), and to monitor ongoing impacts. All proposals should consider how resources can be better targeted and take into consideration [Hackney's Borough Profile](#).

Cumulative Impact Summary

The proposals in this report reflect the challenging financial environment faced by local authorities across the country. With significant and sustained reductions in central government funding, alongside rising demand for services, Hackney, like many councils, is required to make difficult choices while remaining committed to fairness, inclusion, and protecting those most at risk.

Several cross-cutting themes emerge from this assessment, highlighting the borough's adaptive response to both national priorities and local needs, recurring themes in the proposals are:

1. In line with wider public sector reform, Hackney is accelerating its shift to digital service delivery to improve efficiency, flexibility, and long-term sustainability. This transformation presents opportunities to modernise services and enhance user experience. However, ensuring accessibility for older residents, disabled people, and those facing language barriers remains a key focus. The Council is committed to maintaining face-to-face and phone-based options where needed, with a clear intention to design inclusive systems from the outset.
2. Introducing or adjusting charges for certain services aligns with national trends encouraging local financial resilience. In Hackney, such policies are carefully considered to protect those on lower incomes. Where new charges are proposed, they are supported by income maximisation measures and efforts to promote autonomy and independence, particularly in adult social care. These changes aim to help secure the sustainability of key services for those who need them most.

Taken together, these approaches represent Hackney's proactive efforts to balance its legal responsibilities, financial constraints, and equality commitments.

The observations and recommendations below address the need to develop a more granular analysis and keep intended outcomes under review.

5.1 Groups most impacted by change

Across groups, three cumulative impacts stand out:

- Digitalisation, financial pressures and reduced service access combine to create the greatest risks for older people, disabled residents, low-income households, and families with SEND.
- Community impact, trust and cohesion are at risk where changes may hit the same communities repeatedly, particularly SEND families and groups already affected by earlier cuts.
- The VCS and workforce, which are key to delivering mitigation, are themselves under strain, which may reduce the effectiveness of safeguards the council relies on.

Strong communication, accessible service design, and robust mitigations will be essential to maintain trust and prevent widening gaps in outcomes.

5.2 Short, medium and long term impacts

Short, medium and long term impacts on protected characteristics and other groups identified in the Equality Plan as experiencing inequity due to life experience

5.2.1 Protected Characteristics

Age

Positive

- Older residents may benefit from the opportunity of more independence, autonomy and more reactive services under the Proposals included in the Direct Payments, Double Handed Care, Charging for Tele Care and Light Touch Financial Assistance.
- The Private Licensing Scheme may create better living conditions for all ages.
- Protection of age-focused activities run by Library Services ensures residents most in need of these services continue to benefit.

Negative

- Older residents may be disproportionately impacted by the cumulative impacts of Care Charging, Telecare, and Blue Badge increases of 2025/26, particularly in the context of increasing isolation and the cost of living crisis.

- The Resident Experience Transformation Programme has identified that older residents may find it more difficult to use digital services.
- Younger residents may face disproportional impacts due to library hour closures in combination with reductions in service from children's centres and changes to Short Breaks for those who qualify.
- Children and Young people could be impacted by the staffing changes proposed across the Children and Education service.
- There is a potential long-term risk that clients in Housing with Care settings may experience increased care needs due to deterioration, possibly requiring additional support in the future.

Managing Risks and Mitigations

To address the risks associated with these proposals and ensure that protected groups are not disproportionately impacted, the following mitigations have been proposed within their respective EqIAs:

1. Care Charging Policy, Light Touch Financial Assessments and Telecare Savings
 - a. The Care Charging Team will track and monitor telephone calls and engagement with residents to understand any issues raised by residents or legal guardians regarding completing financial assessments. Support should be available for those who are not able to complete the full financial assessment and advice to enable income maximisation and support to obtain the right benefits.
 - b. After the first year of the change in Care Charging Policy there will be a review of the people paying care charges and their age profile to ensure that there are no significant drops in certain age cohorts accessing care. The likely cost of care for key age groups will be kept under review.
2. Culture, Libraries and Heritage Option C
 - a. Engagement and collaboration with different age groups on the ongoing library changes.
 - b. Protection of afternoon and evenings and weekend hours for students and working families.
3. School Improvement Review
 - a. Extensive engagement and consultation with the family of schools. The council should also ensure that the new model has sufficient buy-in from schools.
4. Review of Short Breaks Service
 - a. Extensive engagement with families of children with disabilities to co-design the new process. The proposals are in the early stages and may incorporate learning from the engagement with families to mitigate against disproportionate impact.

Disability (includes carers)

Positive

- Direct Payments, Light Touch Financial Assessments, Tech-Enabled Living, Double Handed Care policy, and automation in Council Tax systems should enable residents to have greater autonomy and independence and provide faster processes and efficiency for Care Act assessments and Council Tax Payments.
- The licensing of Private Landlords, if implemented well, should have significant long term benefits to health and wellbeing, enabling better housing conditions, reducing injuries/ falls suffered by disabled residents linked to housing conditions and conditions related to damp/mould and other unsafe conditions.
- Improvements to the commissioning in Children's and Education should benefit families with disabled children.

Negative

- The Care Charging Policy and charges for tech-enabled care may financially impact disabled residents who are not eligible for the nil charge.
- Automation for Council Tax is being introduced at the same time as Customer Service functions become increasingly digitised. This may disproportionately impact disabled residents unable to use the new systems.
- The Children and Education Leadership and Management Review may impact the service provided to families with disabled children if the capacity of the team is reduced or specialist knowledge lost without adequate mitigation in place. These children and families were also impacted by the previous savings cuts in the Children and Education service(Young Hackney) in 2024-5, with further proposals expected which may change the service further.
- An increase in appeals against Care Assessments could potentially create backlogs, delaying decisions and potentially leaving individuals without access to free care at the point when they most need it.
- Residents who withdraw from formal care because of the costs may end up needing more expensive council interventions in the longer term, if their needs aren't met at the earliest possible opportunity (undermining the Council's first Equality Objective "*Eradicate inequality across life stages through preventive action.*")

Managing Risks and Mitigations

1. Light Touch Financial Assessments
 - a. Provide residents with an immediate understanding of their care cost contributions following their care assessment, helping to prevent arrears from accumulating.
2. Charging for Telecare
 - a. All residents continue to receive Telecare for free for 6 weeks where needed following hospital discharge, during which time the Care Act assessment will take place.
3. Care Charing Policy
 - a. Complaints to be monitored to ensure changes can be made proactively and an improved appeals panel process to be put in place.

- b. Income and benefits maximisation to be offered as part of care assessments.
4. Revenues Service Savings Proposal
 - a. Face-to-face services and telephone support to be prioritised for disabled residents who are unable to access digital channels.

Gender Reassignment

No positive or negative impacts identified as a result of these proposals, although it should be noted that this community has been significantly negatively impacted by legal activity, legislation and media narratives over the past few years, as reflected in the UK now being placed at 22 in the [ILGA Rankings](#), having been first ten years ago. In light of the Equality of Human Rights Commission's (EHRC) review of guidance on sex and gender, and the potential implications for service delivery, this CIA will continue to monitor this characteristic to ensure alignment with any forthcoming changes. Hackney has been proactive in this area through convening a working group.

Marriage and Civil Partnership

This characteristic only applies in respect of the requirement to have due regard to eliminate discrimination in the workplace, and not in service delivery.

Pregnancy and Maternity

No positive or negative impacts identified as a result of these proposals, however this will continue to be monitored as part of this CIA. Where redundancy has been identified as impacting staff on maternity leave further mitigations will be put in place.

Race and Ethnicity (includes nationality and language)

Positive

- Face-to-face contact and phone lines should remain available for residents who find online services challenging because of language barriers. Streamlined digital services should provide easier access for some and faster processing of requests.

Negative

- Digitalisation may have a disproportionate impact on residents with English as an additional language. Census data shows that at least 89 languages are spoken in Hackney. Translation into other languages of online services has not been explored in the Equality analysis. There may be difficulties translating specific languages around care charging financial assessments, where the wording often links to a legal definition of a welfare benefit entitlement. The translation needs to embody the translation of the concept, not just the words themselves - AI translations may cause difficulties.
- There are a lot of changes in the care sector coming in one go which will likely require careful and sensitive communication to ensure residents understand and are able to express their views.
- The Resident Experience Transformation Programme envisages that, following the streamlining of Council processes, there may be a reduced need for roles at Support

Officer grades. The workforce profile shows that the highest percentage of Black and Global Majority staff can be seen at this level.

Managing Risks and Mitigations

1. Double handed Care policy
 - a. Work to be carried out with diverse communities to ensure changes are communicated effectively.
 - b. Materials in a variety of formats to be offered to ensure people with impairments, limited literacy or language barriers can understand the process and engage appropriately.
 - c. A phased approach is planned, which should run for 12 months with 250 residents initially before scaling up.
2. The Resident Experience Transformation Programme
 - a. Ensure any staff restructures are carried out in line with Hackney council's equality policies and procedures, including opportunities for redeployment and upskilling.

Religion or Belief

- The majority of Hackney's large Charedi communities do not have internet access from their home and use Library access. Potential negative impacts of digitalisation could be compounded by the reduction in Library Services of a day and a half across the borough.

Managing Risks and Mitigations

1. Revenues Services digitisation and transfer of Housing Benefits to DWP
 - a. Engagement with the Resident Experience Programme to ensure mitigations in place to ensure Charedi residents can access services
 - b. Face-to-Face and telephone services will continue to be available, focussed on the most vulnerable households. This will be kept under review.
2. Adult Care Charging, Adult Social Care Direct Payments
 - a. Adult Social Care will be monitoring equality data to ensure that there are no significant drops in certain regions accessing care.
3. Library Option C
 - a. All library sites will remain open so that there is nearby access with reduced hours, rather than residents having to travel to an alternative library.
 - b. Sunday opening hours at Stamford Hill library will be protected.
 - c. Delivery of the Digital Buddies service during core library hours.

Sex

- There may be a disproportionate impact on women due to proposals where women are significantly more likely to be service users, service recipients, or on whom

additional care burdens may fall: Tele care services, library closures, Short Breaks, care charging policies.

- Hackney's workforce data shows that there are more women than men, with women more likely to be in part time roles. It is possible that women may be more likely to be impacted in redundancies.

Managing Risks and Mitigations

1. Care Charging Policy

- a. Adult Social Care to ensure that women are made aware on how to maximise their pensions and benefits.
- b. Adult Social Care state that they will scope work with Hackney Here to Help team and the Voluntary Community Sector to ensure women are supported to maximise their pensions as well as benefits.

2. Review of Short Breaks Service

- a. Families will be offered robust support and guidance on how to manage their Short Break Budgets.

3. Library Savings

- a. The library service will ensure that there is still a broad coverage and range of opening times to ensure that both men and women are not unduly impacted.
- b. Engagement with women on service changes.
- c. Protected mornings, after school and weekend hours for parents and working families.

Sexual Orientation

No positive or negative impacts identified as a result of these proposals, however this will continue to be monitored as part of this CIA noting the wider context of the UK's low placing in the 2025 [ILGA Rankings](#).

Care Experience

A council motion in 2024 confirmed that Hackney would treat "Care Experience" as a protected characteristic.

- The school improvement plan EqIA identified a potential negative on quality of education for pupils, particularly those in vulnerable groups, such as those with Care Experience. This could have long term impacts on this group who already face challenges in education and employment. Prioritisation of the protection of statutory duties and services for vulnerable pupils is proposed as mitigation.

5.2.2 Groups experiencing inequality due to life experience

Cumulative Impact

- Foster carers may be disproportionately impacted by the proposal replacing Social Worker posts with alternatively qualified posts at the same time as the Clinical Service Review and the Review of the Short Breaks service.

- Unpaid carers may also be disproportionately impacted by the above particularly if they are caring for adults and children and are affected by both the changes to Adult and Children's care policies.
- A high proportion of carers use the libraries and so may be impacted by a reduction in the hours libraries are open.

Managing Risk and Mitigations

1. Replacing Social Work posts with Alternatively Qualified
 - a. Continuous social worker qualified management and oversight within the service and training provided to non social worker qualified staff to mitigate impact.
2. The Library Savings Proposals
 - a. Services for carers will continue to be offered through the Community Library Service which provides dedicated services such as online reading groups for Carers.

5.3 Socio-economic impact

Social and economic context and the way this might exacerbate any impacts as part of the Voluntary Socio-Economic Duty

Cumulative Impact

- ONS data indicates that wealth is lower for women compared with men. According to the [Pensions Policy Institute](#), women often have reduced pensions because of time spent away from the workplace. Paying a contribution to care could potentially be an additional burden on women already facing socio economic disadvantage.
- Adult children stepping away from paid work to care for family members may face long-term financial hardship, contributing to a cycle of economic deprivation.
- The new approach under the Temporary Accommodation Demand Management may have mixed benefits - more consistent and faster support with greater emphasis on homelessness prevention. It may however, increase the number of people in financial difficulty being steered to the private rental sector. This may be mitigated through proposals in train to license local private sector landlords.
- The HRA extension of the service charge will be paid by tenants of council accommodation, not in receipt of benefits. Monitoring of the impact of this is under development.
- Staff at risk of redundancy under the Resident Experience Transformation Programme are more likely to be at Support Officer grades on lower pay grades more at risk to socio-economic disadvantage

Managing Risk and Mitigations

1. Care Charging Policy
 - a. Income maximisation work proposed to take place with all clients identified as not receiving eligible benefits for free care during the Financial Assessment process.

- b. The Care Charging team will monitor the disability price tag to keep in line with the automatic disregard applied.
2. Temporary Accommodation Demand Management
 - a. The design and implementation of the proposal will include assessments of the impact of changes on residents. Any significant policy changes will be subject to separate decision-making processes, including consultation if required.
 - b. Private rented accommodation out of Hackney is more affordable.
3. Resident Experience Transformation Programme
 - a. Opportunities for redeployment.
4. HRA Extension of Service Charges

Service Charges are eligible for Housing Benefit and Universal Credit. The council has estimated that 69% of tenants will be supported to pay the service charge by benefits. Support to tenants will be provided in a targeted way.

5.4 Intersectionality

Intersectional impacts are where there may be specific or unique inequalities or disproportionate impact due to multiple intersecting characteristics or experiences

Cumulative Impact

- Care Charging and Review of Short Breaks service may have disproportionate impacts on residents with multiple Protected Characteristics in combinations which have been shown to be linked with lower levels of capital income or savings on their own (e.g. Disability, Sex, Race, Socio-economic disadvantage) and who face greater barriers to accessing services due to, for example, racial bias, homophobia, ableism etc within the system.
- Increased costs for care are falling disproportionately on disabled female residents of pension age.
- Temporary Accommodation Demand Management may disproportionately impact residents where race and ethnicity combined with socio economic disadvantage place further barriers in accessing support, such as language barriers.
- There is a high level of correlation between disability, unemployment and indicators of deprivation. A reduction in library hours may make it more challenging for disabled people to access services such as Housing Surgeries, Digital Buddies, Hackney Pensioners and Hackney Circle sessions, Energy Advice and Cost of Living support, which are all services that are hosted by libraries.

Managing Risks and Mitigations

1. Care Charging Proposals
 - a. Income maximisation work proposed to take place with all clients identified as not receiving eligible benefits for free care during the Financial Assessment process.
 - b. The Care Charging team will monitor the ongoing additional costs due to disabled client(s) (disability price tag) to ensure that appropriate automatic income / savings disregard is applied.

2. Temporary Accommodation Demand Management
 - a. Monitoring will check for disproportionate impact. The proposal aims for an improved service which will offer residents more specialised support and increased resources to address current gaps. There are review mechanisms to challenge negative impact.
3. Library Option C
 - a. Protected hours at libraries for key groups and activities.

5.5 Community Impact

Impact on community cohesion, trust and confidence in the council or the council's reputation

5.5.1 Impact on Cohesion

Cumulative Impact

Positive

- Private Licensing Scheme - the council is aiming to facilitate dialogues, building mutual understanding and cooperation between Landlords and tenants and other community members.
- Strengthen the council's relationship and connection with local communities and further develop existing community cohesion work due to the creation of Strategy, Equality and Community Partnerships as part of Strategic Enabling Services review

Negative

- Libraries are a focal point of community cohesion. The loss of a day and half of library service may have a negative impact as communities have reduced access to a shared public space. The information the library shares with communities helps with breaking down barriers to social cohesion.
- School closures implemented in 2024 and 2025 under the School Estates Strategy 2021-31 created some community mistrust. The proposals for SEND and Virtual School contacts are minimal disruption in each case because of the mitigations put in place, however, where families have already been affected by school closures under the School Estates strategy a further erosion of trust and confidence in the council is likely. The success of the proposals such as replacing social workers with alternatively qualified posts and creating a more streamlined Virtual School review, relies in part that the council has the trust of the school communities.

Managing Risks and Mitigations

1. School Improvement Savings Proposal and Whole Service Staffing Review
 - a. The Education Leadership Team will maintain consistent communication channels throughout the transition process. Communication of structural changes in education staffing will be clear to external partners ensuring all know who are key contacts.

5.5.2 Impact on the Voluntary and Community Sector (VCS)

Cumulative Impacts

- The ability of the VCS to meet demand within existing resources is likely to be impacted by increased demand (in particular proposals from Adults & Health Integration) and reductions in funding (Phase 1 reductions in Grants). This is of particular concern as VCS organisations are a key part of mitigations for potential impacts of other proposals. This could also affect the relationship between the VCS and the Council.
- VCS organisations providing housing advice and support to families impacted by the more consistent approach of the Homelessness service may see increased demand. Although the council will continue to provide housing advice, residents may want external support challenging negative decisions.

Managing Risks and Mitigations

1. Creation of Strategy, Equality and Community Partnerships Function
 - a. This will provide an enabling capacity to strengthen work with non statutory partners to deliver shared goals, with an aim to better articulate the work and strategies of the council to VCS partners.
2. The Benefit and Homelessness Service Review
 - a. The design and implementation of the service improvement programme for Benefit and Homelessness Prevention will include assessments of the impacts of changes on residents.

5.5.3 Impact Relating to Statutory Partners

Cumulative Impacts

- A prerequisite for the digitisation and transfer of Housing Benefits to Universal Credit is the successful roll out of Universal Credit for all working age claimants. If this is not achieved there could be a negative impact on this proposal.
- The Contract efficiencies from the consolidation of commissioning in Children and Children and Education proposals may be affected by policy development changes in the wider health market at North East London, Integrated Commissioning Board.
- The proposal to move from a council-run school improvement service to a commissioned model may change how schools choose to engage with the support available. Introducing a commissioned model could mean that some schools decide not to buy in, which may limit the Council's ability to work with them and could affect the consistency of improvement support across the borough.

Managing Risks and Mitigations

1. **Multiple Proposals:** There will continue to be extensive engagement with key statutory partners.

5.5.4 Impact on Place

There may be an impact on place through the Parks & Green Spaces income generating proposals in Clissold Park and London Fields.

- Ongoing monitoring will need to take place to identify any commercial impacts on other markets in the borough and on other existing offers in parks and green spaces
- Potential opposition to the proposals for Clissold Park and London Fields from local businesses, residents and User Groups could have compounded impact on trust and confidence
- There is a risk that income targets from corporate events and weddings delivered by the Venues Team may be impacted by the new market at Clissold House.

5.5.5 Trust, confidence & reputation

Cumulative Impacts

Positive

- The proposed Community and Partnership Function should facilitate regular engagement with VCS partners to continue to improve relationships between the council, the VCS and ultimately residents.
- Savings proposals are intended to prevent wider loss of trust and reputational damage that would be caused if the council could no longer meet its financial requirements.

Negative

- Loss of trust of older, disabled, socio-economically disadvantaged communities caused by the changes to Care charging, digitisation, digitalisation and changes to the school estate and children and family services.

Managing Risks and Mitigations

1. Community and Partnership Function
 - a. Have a remit to strengthen trust and confidence with communities and include significant consideration of equalities issues in its design.
2. Charging for Telecare
 - a. Engage with Carers service to seek data to better understand likely impacts and possible mitigations.
3. Library Savings Proposals
 - a. Include careful targeted comms to library users around changes, with ongoing engagement and consultation with most impacted groups

5.6 Staff impact

Cumulative Impacts

Positive

- The proposals aim to increase staff capacity to support residents with more complex enquiries and improve job satisfaction.
- The increase in automated services aims to improve the work-life balance of staff and build on existing strengths.

- Target Operating Model proposals aim to improve staff experience and efficiency; and reduce duplication and silo working. If realised, this could have a wider impact on long term staff experience.

Negative

- The impact on staff should be considered in the context of continuing cuts. Large numbers of staff reductions taking place at the same time as major changes to the way the council operates may have a destabilising effect; could continue to lower staff morale; with the potential for experienced staff with knowledge and expertise to leave.
- The Resident Experience Transformation Programme has identified at least 406 (59 FTE) roles in scope for redundancies. The programme will have an impact on job roles across the Council. Service areas in scope are (but not limited to): Adults, Benefits, Housing, Street-scene, Council tax, Parking, Children's, and the Contact Centre, making redeployment of staff more difficult.
- Without additional support and guidance to managers on dealing with absence related to disability and reasonable adjustments under Section 15 of the Equality Act, the council could be open to claims of indirect or direct discrimination against disabled staff.

Managing Risks and Mitigations

1. In all savings proposals
 - a. Staff redundancies are sought to be avoided by deletion of vacant posts and redeployment and the cancellation of agency contracts.
 - b. Impacts and mitigations will be kept under review, and will need to inform workforce plans and the wellbeing strategy that is under way.
 - c. Increase offer of Staff training.
2. Children and Education Proposals
 - a. A mentoring and knowledge transfer programme is being developed to mitigate the loss of corporate memory.
3. Revenues Service Savings Proposals
 - a. Use of automated services will free up staff to focus on the most vulnerable households.
 - b. The service is working with other Local Authorities to understand what enables the successful automation of services.
4. Target Operating Model 1 Workforce Transformation
 - a. The proposals include improving management practices so that sickness can be managed effectively.

6: Recommendations

The Council is committed to minimising and preventing negative impacts on specific protected equality groups and those at socio economic disadvantage. The council should take the following mitigating actions:

1. Ensure that our corporate communications plan, which includes all stakeholders (i.e. impacted parties, VCS and the wider community) supports people to understand the positive ambitions, the financial situation of the Council and keep them informed of changes as they are implemented.
2. Where co-design or co-production is not feasible due to resource constraints, or practical, the Council should be transparent with residents and service users about the approach being taken. Expectations should be managed carefully to avoid offering participation opportunities that cannot be delivered meaningfully. This will help protect trust and reduce the risk of reputational impacts when engagement is limited in scope.
3. Aligned to our Corporate Transformation programme, service redesign prioritises inclusive access for all residents, with a specific focus on vulnerable and traditionally underserved groups.
4. Enhance collaboration and build trust with the VCS by implementing a refreshed VCS Strategy, ensuring the Council adapts as an organisation to work more effectively with the sector. This approach should strengthen the VCS's capacity to provide community-based support, particularly in areas where council services are being scaled back.
5. Savings proposals which deal predominantly with staff reductions or significant service reorganisation should ensure that:
 - a. Analysis is included in the EqlA around community impact, including resident/service user perception and trust and confidence; and how potential challenges may be mitigated.
 - b. The Anti-racist Framework is actively employed in recruitment and succession planning so that Black and Global majority staff are better represented at all levels of the council.