

# Norfolk County Council

Date: Tuesday 20 February 2024

Time: 10 am

Venue: Council Chamber, County Hall, Martineau Lane,  
Norwich NR1 2DH

## Supplementary Agenda Two

**5A. Proposed Budget for 2024/25 - Equality Impact Assessment Report    Page B2  
Appendices**

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## Appendix 1 – Adult Social Services – Budget proposals 2024-25

### Proposals published October 2023

Reference and title of proposal	Potential impact
<p><b>S2425ASS001</b> – Review contracts providing respite for adults with learning disabilities and identify a more cost-effective and efficient way of delivering this service.</p>	<p>This proposal reflects that currently we pay for blocks of respite care at a shared facility with NCH&amp;H regardless of whether the respite is taken up by Adult Social Care service users. Through a contract review we have identified an opportunity to make a saving by reshaping the contract and only paying for respite care our service users receive.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender, or people in rural areas) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased direct costs for service users.</li> <li>• The proposal will be implemented in accordance with the Council's Promoting Independence Strategy, Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity and inclusion requirements.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There should be no organisational changes or changes to terms and conditions for employees as a result of this proposal.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<b>S2425ASS002</b> – Shifting our payments for 1:1 care in Residential Care to being based on actual delivery rather than commitment basis.	<p>This proposal reflects that currently we pay for some 1:1 care in residential settings in advance based on predicted rather than actual use. Through a contract review we have identified an opportunity to make a saving by reshaping the contract and only paying for 1:1 care Adult Social Care service users receive.</p>

Reference and title of proposal	Potential impact
	<p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender, or people in rural areas) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased direct costs for service users.</li> <li>• The proposal will be implemented in accordance with the Council's Promoting Independence Strategy, Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There should be no organisational changes as a result of this proposal.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<p><b>S2425ASS003</b> – Reduction in budget for a historic pension scheme based on people exiting the scheme over time.</p>	<p>This proposal refers to a reduction in the required budget for a historic pension scheme as a result of naturally reducing demand as people have exited the scheme. Any pension payments due will continue to be paid.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. The change is as a result of a naturally occurring reduction in demand on the fund.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<p><b>S2425ASS005</b> – Plans to facilitate building 2800 affordable rent units of extra care housing (Independent Living) for older adults. This proposal is aimed at increasing independence for individuals and making savings to Norfolk County Council by reducing demand for residential care.</p>	<p>This proposal promotes independence, dignity, and safety for older people with long-term health conditions and disabilities, by providing a greater choice of housing in Norfolk as people's needs change so they can benefit from suitable housing which is adapted for accessibility and has care and support workers on site.</p> <p>There is no evidence to indicate:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender, or people in rural areas) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example,</li> </ul>

Reference and title of proposal	Potential impact
	<p>disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</p> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Older people report independence is a critical factor in their well-being. This proposal aims to promote independence, dignity, and safety for all through ongoing investment in extra-care housing.</li> <li>• Although the proposal may lead to some changes in how services are delivered to people who choose this option, service users should not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal should not lead to new or increased costs for service users in relation to the care they receive. Service user needs will continue to be assessed and met in accordance with the Council's statutory responsibilities.</li> <li>• It is conceivable there may be some increased costs for service users outside of the Council's control – for example, someone's rent could be higher than that paid in their previous accommodation, or the cost of their utilities could increase, (it is noted that utility costs in new builds are often reduced because of aspects like newer design regulations designed for better insulation). However, it should be considered any increases in the cost of accommodation or utilities would apply to all people considering a move, regardless of whether or not they had a protected characteristic. In a situation such as this, relevant statutory agencies would have a proactive duty to support the service user in accordance with their policies and legislation such as the Equality Act 2010, to adapt to the cost of continued independent living.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with the Council's Promoting Independence Strategy, corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity and inclusion requirements.</li> <li>• The proposal takes account older people with disabilities or long-term health conditions share protected characteristics and require adaptations to be made (in accordance with the Equality Act 2010). Extra-care housing is carefully designed to be accessible to people with mobility or sensory impairments and assistive technology (such as telecare) is included as part of the offer where required.</li> <li>• There is no evidence to indicate employees with protected characteristics would be disproportionately affected compared to employees without these characteristics as a result of this proposal. There should be no organisational changes as a result of this proposal.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul> <p>There may be a direct positive impact on carers. This is because some people may only be able to live at home independently and with dignity if they have support from an informal carer (a partner, friend, or family member). Independent living can offer greater peace of mind for carers because of the additional support available. A carer is not a protected characteristic of the Equality Act 2010, but many informal carers may be women. The Promoting Independence strategy is based upon the principle of independence for disabled and older people and enabling people to live independently for as long as possible.</p> <p>The Council has a range of support in place to support carers – the latest information is available at <a href="#">Get help with looking after someone in Norfolk - Norfolk County Council</a>.</p>



Reference and title of proposal	Potential impact
<p><b>S2425ASS006</b> – Plans to provide 183 units of supported housing for young adults. This proposal is aimed at increasing independence and making savings by reducing demand for residential care.</p>	<p>This proposal will promote independence, dignity, and safety for young adults who have care and support needs because of physical disabilities, learning disabilities, autism, or mental health conditions, by enabling them a greater choice of supported housing in Norfolk. Personalised support is offered to meet the needs of the young adults living there.</p> <p>There is no evidence to indicate:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender, or people in rural areas) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Young adults with care and support needs tell us that living independently is a critical factor in their well-being and there should be more choice of supported housing. This proposal aims to promote independence, dignity, and safety for all through ongoing investment in supported housing.</li> <li>• Although the proposal may lead to some changes in how services are delivered, service users should not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal should not lead to new or increased direct costs for service users in relation to the care they receive. Supported housing needs will continue to be assessed and paid for in accordance with the Council's statutory responsibilities.</li> <li>• It is conceivable there may be some increased indirect costs for service users outside of the Council's control – for example, someone's rent could be higher than that paid in their previous accommodation, or the cost of their utilities could increase. However, it should be considered any increases in the cost of accommodation or utilities would apply to all people considering a move, regardless of whether or not they had a protected characteristic. In a situation such as this, relevant statutory agencies would have a proactive duty to support the service user in accordance with their policies and legislation such as the Equality Act 2010, to adapt to the cost of independent living.</li> <li>• The proposal will be implemented in accordance with the Council's Promoting Independence Strategy, corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The proposal takes account that young adults share protected characteristics and require adaptations to be made (in accordance with the Equality Act 2010). Supported housing is carefully designed to be accessible to people with mobility or sensory impairments and assistive technology (smart technology) is included as part of the offer where required.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics as a result of this proposal. There should be no organisational changes as a result of this proposal.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>

Reference and title of proposal	Potential impact
	<p>There may be a direct positive impact on carers. This is because some people may only be able to live at home independently and with dignity if they have support from an informal carer (a partner, friend, or family member). Being able to live independently can offer greater peace of mind for carers because of the additional support available 24/7 for young people. A carer is not a protected characteristic of the Equality Act 2010, but many informal carers may be women. The Promoting Independence strategy is based upon the principle of independence for disabled and older people and enabling people to live independently for as long as possible.</p> <p>The Council has a range of support in place to support carers – the latest information is available at <a href="#">Get help with looking after someone in Norfolk - Norfolk County Council</a>.</p>
<p><b>S2425ASS007</b> – Supporting more people through an enhanced reablement service that prevents, reduces and delays the need for ongoing care.</p>	<p>Adult Social Services has made a significant investment to increase the capacity of the Norfolk First Support “reablement at home service” over the last few years. This is in accordance with the Council’s “Promoting Independence” strategy. This proposal recognises as a result of this investment, there is now an opportunity to direct more people to access reablement at home following a visit to hospital, a change in circumstances at home or a new medical diagnosis, with the added benefit of achieving better value for money savings.</p> <p>This proposal would primarily impact on adults aged 18+, registered with a GP in Norfolk, assessed as being medically fit for discharge from an acute hospital, inpatient unit, or who are living at home who are identified by professionals as being likely to benefit from extra help to build back their independent living skills &amp; confidence.</p> <p>Reablement supports people with short and long-term health conditions, physical disabilities, dementia, mental health conditions and learning disabilities to undertake ordinary activities like cooking meals, washing, dressing, moving about the home and going out. Reablement reduces or delays the likelihood of a service user requiring long-term residential care or a more significant package of care at home following illness, injury or change of circumstances at home.</p>

Reference and title of proposal	Potential impact
	<p data-bbox="696 268 1973 379">This proposal does not reflect a change in policy with respect eligibility. Service users will continue to receive support in accordance with their assessed needs, albeit the way this is provided to some people may change in future.</p> <p data-bbox="696 416 2000 528">This assessment recognises that there will likely be a direct positive impact on some service users with a protected characteristic (older people and people with a disability/ long term health or mental condition).</p> <p data-bbox="696 564 1312 600">There is no evidence at present to indicate:</p> <ul data-bbox="745 603 2000 975" style="list-style-type: none"> <li data-bbox="745 603 2000 783">• The proposal would have a detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual, or transgender) compared to people who do not share these characteristics.</li> <li data-bbox="745 786 2000 975">• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p data-bbox="696 1011 931 1046">This is because:</p> <ul data-bbox="745 1050 2000 1310" style="list-style-type: none"> <li data-bbox="745 1050 2000 1161">• There is evidence to show that reablement at home may be more effective than reablement in residential care because it allows people to regain both the confidence and practical skills for independent living in a familiar setting.</li> <li data-bbox="745 1165 2000 1310">• Service users should not experience any reductions in the quality, standards, or level of support they receive. No changes are proposed to eligibility criteria, so people will continue to receive reablement support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal should not lead to new or increased direct costs for service users in relation to the reablement support they receive. Where people are identified as requiring ongoing, longer-term care or support, they will continue to be referred for further Care Act assessment to determine packages of care and support to meet their needs. This process will not change.</li> <li>• It is conceivable that there may be some increased indirect costs for service users outside of the Council's control – for example, service users may be impacted by rising costs of living at home (following a hospital discharge). In a situation such as this, relevant statutory agencies would have a proactive duty to support the service user in accordance with their policies and legislation such as the Equality Act 2010, to adapt to the cost of independent living.</li> <li>• The proposal will be implemented in accordance with the Council's Promoting Independence Strategy, corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity and inclusion requirements.</li> <li>• The proposal takes account that service users with disabilities or long-term health conditions share protected characteristics and may require adaptations to be made (in accordance with the Equality Act 2010). Service users will be supported to use assistive (smart) technology as part of the reablement offer where required.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics as a result of this proposal. Any organisational changes to organisational structures which follow any service redesign are implemented in accordance with HR policies which are impact assessed separately. An EqiA of Organisational Change, Reviews and Restructures was completed in 2023.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>

Reference and title of proposal	Potential impact
	<p>This assessment is informed by the EqIA of changes to Reablement Services undertaken in March 2023.</p>
<p><b>S2425ASS008</b> – Reduce purchasing of short-term residential care, by focusing on more independent outcomes following hospital discharge.</p>	<p>This proposal relates to changes introduced for funding of discharge pathways for patients leaving hospital. “Discharge to assess” is the process of supporting people to leave hospital when it is considered safe and appropriate to do so and continuing their care and assessments outside of the acute hospital setting. People can then be assessed for their longer-term needs in the right place.</p> <p>Short-term residential care and support is provided to any adult leaving hospital who needs this however this proposal focuses on the needs of older people (age 65+) discharged from hospital in Norfolk &amp; Waveney.</p> <p>Patients being discharged home from acute hospitals in Norfolk &amp; Waveney will continue to be referred to Norfolk First Support. Due to ongoing investment in reablement at home services, more patients will be able to return home immediately following a stay in hospital.</p> <p>Patients requiring a non-complex bedded period of recovery as a result of on-going medical need are facilitated via local NHS providers. Patients on this discharge pathway are only offered short term residential beds via ASSD in line with a series of exceptions laid out in departmental policy.</p> <p>This proposal does not reflect a change in policy with respect eligibility. Service users will continue to receive care and support in accordance with their assessed needs, albeit the way this is provided to some service users may have changed or may change in future. This assessment recognises that there will be a direct impact on some service users with a protected characteristic (older people and people with a disability/ long term health or mental condition).</p>

Reference and title of proposal	Potential impact
	<p>There is currently no evidence to indicate:</p> <ul style="list-style-type: none"> <li>• The proposal would have a detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual, or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Although the proposal may mean changes in who delivers services, service users should not experience any reductions in the quality, standards, or level of support they receive.</li> <li>• No changes are proposed to eligibility criteria, so people will continue to receive care relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal should not lead to new or increased costs for service users. Where people are identified as requiring ongoing, longer-term care or support, they will continue to be referred for assessments to determine packages of care and support which meet their needs. This process has not changed, albeit people may be assessed at home now.</li> <li>• The proposal has been implemented in accordance with the Council's Promoting Independence Strategy, corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal has been implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010;</li> </ul>

Reference and title of proposal	Potential impact
	<p>the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</p> <ul style="list-style-type: none"> <li>• There is no evidence to indicate that employees with protected characteristics have been disproportionately affected compared to employees without these characteristics as a result of this proposal. Any organisational changes which follow any service redesign are implemented in accordance with HR policies which are impact assessed separately. An EqiA of Organisational Change, Reviews and Restructures was completed in 2023.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul> <p>This assessment is informed by the EqiA of the Discharge to Assess pathways undertaken in 2022.</p>
<p><b>S2425ASS009</b> – A programme of work based on data designed to support people earlier and connect them to services and support in their communities. The saving would be from prevention and early intervention (Connecting Communities additionality).</p>	<p>A comprehensive equality impact assessment of the Connecting Communities programme has been undertaken to inform service planning and delivery. This is supported by findings from the Council's public consultation with seldom-heard communities and includes an action plan which identifies how the experiences and needs of people with protected characteristics should be monitored and considered in decision making. This assessment will continue to be reviewed by strategic and operational leads for the duration of the programme.</p> <p>The assessment identifies that people with a range of protected characteristics may:</p> <ul style="list-style-type: none"> <li>• experience different barriers when seeking to access services,</li> <li>• experience services differently,</li> <li>• require practitioners to work differently to identify and meet individuals' ongoing care and support needs.</li> </ul> <p>The action plan identifies the need to analyse data about services users with protected characteristics and use this to ensure that new service plans are responsive to service users' diverse needs.</p>



Reference and title of proposal	Potential impact
	<p>This proposal seeks to expand on other work taking place in ASSD to identify further opportunities to offer early support to people identified as at risk or vulnerable, including through the use of new technology.</p> <p>By connecting people earlier to services and support in their local communities, this proposal should have the added benefit of reducing demand for residential care and the size of care packages in future. This will improve outcomes, support people to live independently for longer and reduce pressures on budgets.</p> <p>There is currently no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>However:</p> <ul style="list-style-type: none"> <li>• Service users should not experience any reductions in the quality, standards, or level of support they currently receive. This proposal represents an enhanced offer of support, achieved through the utilisation of new ways of working and new technology.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a</li> </ul>

Reference and title of proposal	Potential impact
	<p>service will continue to do so. Some people may not require a service in future as a result of proactive intervention.</p> <ul style="list-style-type: none"> <li>• The proposal should not lead to new or increased direct costs for service users.</li> <li>• The proposal will be implemented in accordance with the Council's Promoting Independence Strategy, corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> <li>• There is currently not evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> </ul> <p>Where Artificial Intelligence (AI) is being utilised to facilitate new ways of working, the Council is cognisant of the potential for unintended bias as a result of how this technology is utilised by officers – taking account of "human" aspects of the decision-making process, which may also result in flawed algorithmic decision-making. Officers will therefore be</p>

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	<p>undertaking analysis of outcomes for service users where AI is used to identify any likelihood of unintended impact on people with protected characteristics. If such impacts are identified these will be reported on to the Council's AI Governance Board and steps will be taken to mitigate or remove these impacts in accordance with government recommendations from the Centre for Data Ethics and Innovation and the Equality &amp; Human Rights Commission guidance on using artificial intelligence in public services.</p> <p>This proposal requires officers to undertake continued further analysis to inform the design and implementation phase and to review and update the Connecting Communities equality impact assessment as required. If it subsequently emerges that an aspect of the proposal may have a more significant detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was possible to predict at the time of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further.</p>
<p><b>S2425ASS010</b> – Expand the Falls Pilot to promote prevention and early intervention with a larger cohort of people at risk of falls.</p>	<p>New technology is already being used to help prevent people from having falls, prevent hospital admissions and reduce demand on social care and the NHS. Data analysis and new technology is being employed to identify people at risk of falling, and contact them to offer a range of support, such as assistive technology, help with their mobility or home fire safety checks. The pilot has already contacted over 700 Norfolk residents resulting in referrals for 200+ individual interventions. The pilot is being monitored to assess the impact of interventions. Based on this analysis, this proposal reflects there is an opportunity to expand the pilot, to continue to reduce the risk of falls at home and in the community along with associated hospital admissions.</p> <p>This proposal should have the added benefit of reducing demand for residential care and the size of care packages. This will improve outcomes, support people to live independently for longer and reduce pressures on budgets.</p> <p>Because evidence shows that older people with a range of long-term health conditions are</p>

Reference and title of proposal	Potential impact
	<p>most likely to be at risk of falling, this proposal is likely to have a positive impact on people with protected characteristics (age, disability).</p> <p>The pilot takes account of the need to ensure people's personal data is stored and used in accordance with GDPR.</p> <p>Learning from the pilot will also help identify how the technology can be used to identify at an early opportunity, other groups of people who are vulnerable or in so need (such as those who experience social isolation – from March 2024) in order to intervene and offer proactive support.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive. This proposal represents an enhanced offer of support, achieved through the utilisation of new technology.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so. Some people may not require a service in future as a result of proactive intervention.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will continue to be implemented in accordance with the Council's Promoting Independence Strategy, corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will continue to be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> <li>• There is currently not evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> </ul> <p>Where Artificial Intelligence (AI) is being utilised to facilitate new ways of working, the Council is cognisant of the potential for unintended bias as a result of how this technology is utilised by officers – taking account of "human" aspects of the decision-making process,</p>

Reference and title of proposal	Potential impact
	<p>which may also result in flawed algorithmic decision-making. Officers will therefore be undertaking analysis of outcomes for service users where AI is used to identify any likelihood of unintended impact on people with protected characteristics. If such impacts are identified these will be reported on to the Council's AI Governance Board and steps will be taken to mitigate or remove these impacts in accordance with government recommendations from the Centre for Data Ethics and Innovation and the Equality &amp; Human Rights Commission guidance on using artificial intelligence in public services.</p> <p>This proposal requires officers to undertake continued further analysis to inform the expansion of the pilot and understand and report on impact. If it subsequently emerges that an aspect of the proposal may have a more significant detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was possible to predict at the time of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further.</p>
<p><b>S2425ASS011</b> – Investment in additional staffing to promote earlier intervention and maximise independence amongst young people with additional needs.</p>	<p>This proposal represents best value savings from a planned two-year investment to increase the capacity of the Preparing for Adult Life (PfAL) Team. The team is responsible for ensuring young people make a smooth transition into adult social services. Social work practitioners on the team work directly with young people with a range of complex needs as they transition to adulthood.</p> <p>This proposal recognises that early intervention and intensive work with this cohort can have significant positive benefits long-term for young people and their families. Through the recruitment of two additional specialist practitioners, the team will be able to work earlier and more intensively with around 20 more young people (predominately young people with learning disabilities, complex mental health needs and autism) to help them work towards living more independently in future.</p>

Reference and title of proposal	Potential impact
	<p>Anticipated outcomes include a reduced demand for long-term residential care, and reduced family breakdown. Young people in this cohort will still be in receipt of tailored care and support packages based on ongoing assessment of their needs.</p> <p>The PfAL team will continue to work to enhance professional practice development across Adults and Children's Services, building on recognised models of national best practice. Outcomes will be carefully monitored and reported back.</p> <p>This proposal will likely have a positive impact on young people with disabilities in the cohort.</p> <p>There is currently no evidence to indicate:</p> <ul style="list-style-type: none"> <li>• The proposal would have a detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual, or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users should not experience any reductions in the quality, standards, or level of support they receive. No changes are proposed to eligibility criteria. Young people will continue to receive care or support in accordance with their assessed needs. Young people who currently receive a service will continue to do so.</li> <li>• The proposal should not lead to new or increased direct costs for service users. Where young people are identified as requiring ongoing, longer-term care or support,</li> </ul>

Reference and title of proposal	Potential impact
	<p>they will continue to be assessed to ensure packages of support (including accommodation) meets their needs. This process will not change although it is intended that earlier interventions will limit the need for long-term residential care through the development and maintenance of more independence.</p> <ul style="list-style-type: none"> <li>• It is conceivable that there may be some increased costs for service users outside of the Council's control – for example, service users may be impacted by rising costs of living at home. In a situation such as this, relevant statutory agencies would have a proactive duty to support the service user in accordance with their policies and legislation such as the Equality Act 2010, to adapt to the cost of independent living.</li> <li>• The proposal will be implemented in accordance with the Council's Promoting Independence Strategy, corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The proposal takes account that service users with disabilities share protected characteristics and may require adaptations to be made (in accordance with the Equality Act 2010). Service users will be supported to use assistive (smart) technology or to access other reasonable adjustments – for example information communicated in accessible formats.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics as a result of this proposal. Any recruitment processes will be carried out in accordance with HR policies which are impact assessed separately.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<b>S2425ASS012</b> - Reprioritisation of funding commitments against grant income	<p>If this proposal goes ahead, it will mean using further grant funding rather than NCC budget. There is no evidence to indicate that:</p>



Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased direct costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There will be no organisational changes and no changes to employee terms or conditions except where this is specified in relation to other associated proposals.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>

Reference and title of proposal	Potential impact
<p><b>S2425ASS013</b> – Utilisation of one-off reserves and funding</p>	<p>If this proposal goes ahead, it will mean releasing funds from the reserves to alleviate budget pressures as a one-off.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council’s Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There should be no organisational changes as a result of this proposal.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<b>S2425ASS014</b> – Use digital technology to streamline services and make productivity and efficiency savings across priority areas for Adult Social Care.	<p>This proposal represents four workstreams looking at how to improve digital access to services, streamline service provision and achieve efficiency savings through the use of digital technology and automation.</p> <p>The workstream leads are working with teams and services across the department to review functions and identify where increased use of digital technology or introduction of new automated systems and processes can be introduced in 2023/24.</p> <p>The use of digital technology to increase efficiency, reduce administrative tasks and streamline service provision is likely to have significant benefits to adult social care users and their families and networks. There are also benefits for multi-agency partnership working, particularly for improving transitions between health services, social care and other Council services.</p> <p>Any implementation will need to take account that older and disabled people may experience a range of barriers when seeking to access services digitally, and some disabled people, for example people who are D/deaf or blind or partially sighted may experience more substantial barriers to accessing services digitally, particularly if technology is not compatible with a wide range of assistive technology.</p> <p>The Council has already undertaken a substantial amount of work to ensure new and existing software is robustly checked for accessibility and all online services must meet WCAG 2.2 accessibility standards. There is the potential for some people that are not digitally inclusive or who have access to the internet or a computers/mobile phone in not</p>

Reference and title of proposal	Potential impact
	<p data-bbox="696 236 1883 304">having the same opportunity to use services online and this will need to be carefully considered as part of the review and any implementation plans.</p> <p data-bbox="696 347 1883 416">Existing EqlAs relating to specific services will be updated and a further EqlA will be developed to support any decisions made about this proposal.</p> <p data-bbox="696 459 1469 491">At this time there is currently insufficient evidence that:</p> <ul data-bbox="745 496 2004 863" style="list-style-type: none"> <li data-bbox="745 496 2004 679">• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li data-bbox="745 684 2004 863">• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p data-bbox="696 906 931 938">This is because:</p> <ul data-bbox="745 943 2004 1310" style="list-style-type: none"> <li data-bbox="745 943 2004 1126">• The design phase and implementation of the proposal has not yet been reached; however, this will be informed by a comprehensive assessment of potential impacts, including on disabled people taking account there is evidence they are likely to experience more significant disadvantage where digital services are not checked for accessibility.</li> <li data-bbox="745 1131 2004 1200">• Service users should not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li data-bbox="745 1204 2004 1310">• No changes are proposed to eligibility criteria for services so service users should continue to receive support relevant to their assessed needs. People who currently receive a service should continue to do so.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> <li>• There is currently not evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. Any organisational changes will be conducted in accordance with usual HR policies which are impact assessed separately. An EqiA of Organisational Change, Reviews and Restructures was completed in 2023 and impacts on the workforce are monitored corporately.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul> <p>Where Artificial Intelligence (AI) is being utilised to facilitate new ways of working, the Council is cognisant of the potential for unintended bias as a result of how this technology is utilised by officers – taking account of "human" aspects of the decision-making process, which may also result in flawed algorithmic decision-making. Officers will therefore be undertaking analysis of outcomes for service users where AI is used to identify any likelihood</p>

Reference and title of proposal	Potential impact
	<p>of unintended impact on people with protected characteristics. If such impacts are identified these will be reported on to the Council's AI Governance Board and steps will be taken to mitigate or remove these impacts in accordance with government recommendations from the Centre for Data Ethics and Innovation and the Equality &amp; Human Rights Commission guidance on using artificial intelligence in public services.</p> <p>This proposal will require officers to undertake further analysis when developing detailed service design and implementation plans. If it subsequently emerges that an aspect of the proposal may have a detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was possible to predict at the time of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further.</p>
<p><b>S2425ASS016</b> – Delivering improved choice and independent outcomes for those with mental health needs.</p>	<p>This proposal recognises there may be further opportunities to improve and streamline how care and support is provided to service users with significant mental health conditions through care plan reviews and direct engagement with service users and their families and support networks.</p> <p>Care plan reviews will continue be conducted by the established accommodation review team who are qualified mental health professionals within the Adult Mental Health team. The overall aim is to continue to empower people to make choices that promote wellbeing, resilience, and independence. The team will consider whether care and support can be offered in different ways through commissioned providers to achieve savings and improvements.</p> <p>This proposal does not reflect a change in policy with respect eligibility. Existing service users will continue to receive support in accordance with their assessed needs, albeit the way this is provided to some people may be adjusted in future. This assessment recognises</p>

Reference and title of proposal	Potential impact
	<p>that there will be a direct impact on some service users with a protected characteristic (disability – long term mental health condition).</p> <p>There is currently no evidence to indicate:</p> <ul style="list-style-type: none"> <li>• The proposal would have a detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual, or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users should not experience any reductions in the quality or standards of support they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive care and support appropriate to their assessed needs.</li> <li>• The proposal should not lead to new or increased direct costs for service users. If care and support is changed this will be in accordance with the service user's assessed needs, and service users will be involved in planning their care and support in future.</li> <li>• It is conceivable that there may be some increased indirect costs for service users outside of the Council's control – for example, service users may be impacted by rising costs of living at home (such as rent or energy costs increasing). In a situation such as this, relevant statutory agencies would have a proactive duty to support the</li> </ul>

Reference and title of proposal	Potential impact
	<p>service user in accordance with their policies and legislation such as the Equality Act 2010, to adapt to the cost of independent living.</p> <ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance the Council's Promoting Independence Strategy, corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. Any organisational changes which follow any service redesign must be implemented in accordance with HR policies which are impact assessed separately. An EqlA of Organisational Change, Reviews and Restructures was completed in 2023 and impacts are monitored corporately.</li> </ul>

### Proposals published January 2024

Reference and title of proposal	Potential impact
<b>S2425ASS018 – Re-baseline Adult Social Care income budget to expected 24/25 income levels</b>	<p>This proposal represents an adjustment to the Adult Social Care budget to account for the expected 2024/25 income levels. This is reflected across all related proposals and the assessments take account of the impacts - therefore the associated assessments consider whether there is evidence to show:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> </ul>



Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>However, it should be considered:</p> <ul style="list-style-type: none"> <li>• Service users should not experience any reductions in the quality, standards, or level of support they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal should not lead to new or increased direct costs for service users unless this has been indicated in the assessment.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council’s Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is currently not evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. Any organisational changes will be conducted in accordance with HR policies which are impact assessed separately. An EqlA of Organisational Change, Reviews and Restructures has been conducted and impacts on the workforce are monitored corporately.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<b>S2425ASS021 - Charging an admin fee for brokering on behalf of self-funders</b>	Because this proposal may require consultation it is not possible to complete the equality impact assessment at this time. Please see the main body of the report for further information “Proposed budget for 2024/25 - Equality impact assessment report”

Reference and title of proposal	Potential impact
<b>S2425ASS022 - Review of the ASC Non-Residential Charging Policy - including Minimum Income Guarantee (MIG)</b>	Because this proposal may require consultation it is not possible to complete the equality impact assessment at this time. Please see the main body of the report for further information “Proposed budget for 2024/25 - Equality impact assessment report”
<b>S2425ASS025 - Reprofiled saving for transformation of care provision by Norse Care</b>	<p>If this proposal goes ahead, it will ensure that contracts with Norse Care are as efficient and effective as possible, which will maximise the funding available to invest into adult social care services.</p> <p>Norse Care is commissioned to provide services and supports approximately 1,500 people in Norfolk, including older and disabled people from diverse backgrounds with diverse needs. Care and support are provided in residential care homes, housing with care schemes and to service users who are living independently and includes specialist support for people living with dementia).</p> <p>Contract reviews will take account that service users must continue to be supported in accordance with their assessed needs and will focus on ensuring services are of the highest quality and ensuring the needs of diverse service users will continue to be met in accordance with the Council’s statutory duties.</p> <p>There is currently no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who identify as intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who identify as lesbian, gay, bisexual or transgender, or people in rural areas) compared to people who do not share these characteristics.</li> <li>• The proposal would significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence,</li> </ul>

Reference and title of proposal	Potential impact
	<p>compared to disabled people who face less complex and substantial barriers to independence.</p> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users should not experience any reductions in the quality, standards, or level of support they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal should not lead to new or increased direct costs for service users in relation to their care and support.</li> <li>• The proposal will be implemented in accordance with the Council’s Promoting Independence Strategy; corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council’s Equality, Diversity and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity and inclusion requirements.</li> <li>• There is currently not evidence to indicate that Norse Care staff with protected characteristics would be disproportionately affected compared to staff without these characteristics. Any organisational changes to staffing structures or changes to staff terms or conditions should be conducted in accordance with commissioned providers policies and procedures, and staff should be consulted with.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<b>S2425ASS026 - Recommissioning of Social Isolation and Loneliness contracts</b>	Because this proposal must undergo public consultation it is not possible to complete the equality impact assessment at this time. Please see the main body of the report for further information “Proposed budget for 2024/25 - Equality impact assessment report”
<b>S2223ASS027 - Recognising additional benefits from our</b>	This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.

Reference and title of proposal	Potential impact
<p><b>existing savings programme. Linked to our existing saving ASC044: Extra care housing programme - delivering savings by building 2,800 units of extra care housing for older adults.</b></p>	<p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been completed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p> <p>See also the assessment for <b>S2425ASS005</b> earlier in this appendix report for relevant related information.</p>
<p><b>S2223ASS030 - Recognising additional benefits from our existing savings programme. Linked to our existing saving ASC018: Working with our partners to reshape our approach to supporting people on their initial contact with Adult Social Care (the "Front Door"). We will review our process and how we support people early on in the social care pathway and help their care needs before they escalate.</b></p>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been completed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<p><b>S2223ASS031 - Improving market utilisation and delivering efficiencies.</b></p>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p>

Reference and title of proposal	Potential impact
<b>Strengthening our contract and performance management by getting better value for money in services we purchase by targeting the funding we have available to us.</b>	<p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been completed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<b>S2223ASS034 - Expansion of Self-Directed Support. Delivering a saving by utilising more Direct Payments rather than commissioned services, particularly when Direct Payments offer individuals more choice and are cost effective.</b>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been completed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<b>S2324ASS040 - Connecting Communities: Recognising additional benefits from our existing savings programme. Linked to our existing saving ASC018 and 2223ASS030</b>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been completed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p>

Reference and title of proposal	Potential impact
	<p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<p><b>S2324ASS041 - One-off usage of ASC Reserves</b></p>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been completed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<p><b>S2324ASS045 - One-off usage of Adult Social Care (ASC) Reserves: Additional one-off usage of ASC Reserves (reprioritisation)</b></p>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been completed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<p><b>S2324ASS052 - Additional capitalisation to release further one-off reserves</b></p>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been completed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p>

Reference and title of proposal	Potential impact
	For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a>

## APPENDIX 2 – Children’s Services – Budget proposals 2024-25

### Proposals published October 2023

Reference and title of proposal	Potential impact
<b>S2425CS001 - Prevention, early intervention and effective social care - helping families stay together and ensuring fewer children in care: Reducing demand for social care intervention through earlier help and prevention.</b>	<p>This proposal relates to</p> <ol style="list-style-type: none"> <li>1. Reduced demand for social care interventions in relation to SEND need, following the implementation of School and Community Teams</li> <li>2. Multi-Disciplinary Team (MDT) approach to support re-integration after exclusion – extension of School and Community Teams</li> <li>3. Delivering new prevention and early help strategies – Family Help pilot, Start for Life and Family Hubs approach and development of CYP System collaborative with Health.</li> <li>4. Exploring the impact of a revised SEND Front door to improve the experience for families and better manage demand for Education, Health and Care Assessments.</li> </ol> <p>Savings are in addition to those already committed through the High Needs Block of the Dedicated Schools Grant and specifically relate to NCC funding. Based on continued high performance of the service with embedded transformation to date, alongside strengthening of ways of working and interventions to minimise rises within numbers of children looked after.</p> <p>The proposal identifies predicted savings achieved as a result of investment and service re-design to ensure the delivery of advice and support, at the earliest opportunity, to families in Norfolk who are struggling or at risk of breaking down. There is national evidence to show, this approach minimises the need for more significant and costly interventions through a focus on supporting families and their extended networks in the community before they reach a point of crisis.</p>



Reference and title of proposal	Potential impact
	<p>Transformation has already begun to join up services and support and offer parents and carers a wide range of advice and guidance, on employment, parenting, employment, education &amp; skills, money management, physical health, and mental wellbeing. This proposal reflects the predicted longer-term cost savings of this on-going work. Importantly, the service aims to see an overall longer-term reduction in the numbers of children and young people becoming looked after as a result of the improvements in the early help offer.</p> <p>There is evidence to indicate that children and young people with some protected characteristics (race and disability) are more likely to experience family breakdown, resulting in disproportionate numbers of children and young people who share one or more of these protected characteristics becoming looked after. This proposal should support the service to address this disproportionality. Therefore, this proposal should be considered to likely have a positive impact.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• Children, young people, and their families will not experience any reductions in the quality, standards, or level of support they currently receive as a result of this proposal. Rather, a result of this proposal, families who need support should be able to access this earlier, preventing more costly interventions being required which would have a more significant detrimental impact on people.</li> <li>• No changes are proposed to eligibility criteria for services, so children, young people and families will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal should not lead to new or increased direct costs for people.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage. It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> <li>• There is currently no evidence to indicate that employees with protected characteristics have been disproportionately affected compared to staff without these characteristics as a result of service re-design. Any organisational changes have been conducted in accordance with the relevant HR policies which have been impacted assessed separately. An EqIA of Organisational Change, Reviews and Restructures has been conducted and impacts on the workforce are monitored corporately.</li> </ul>

Reference and title of proposal	Potential impact
<p><b>S2425CS002 - Prevention, early intervention and effective social care - helping families stay together and ensuring fewer children in care: New Roads approach to help children and young people with neurodevelopmental disabilities and enable them to remain living within their families.</b></p>	<ul style="list-style-type: none"> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul> <p>This proposal seeks to achieve savings by adapting the existing New Roads approach so in future similar support can be offered to young people with neurodevelopmental conditions who have not previously been able to access this type of support. This should support young people in the specific cohort to either, remain living at home, or prepare to live more independently in future and also reduce the likelihood / impact of family breakdowns. This proposal should achieve positive outcomes for young people in the cohort and their families and carers. Outcomes will be carefully monitored to ensure they are achieved in accordance with the stated aims.</p> <p>New Roads is delivered by a dedicated team of experienced practitioners who work directly with young people to provide education, life coaching and other therapy in a sustained way. The aims of the New Roads service are to:</p> <ul style="list-style-type: none"> <li>• Reduce time young people spend in residential settings, like children's homes.</li> <li>• Support young people to live in family-based care, such as foster care, when they cannot live with their own families.</li> <li>• Reduce numbers of young people in care.</li> <li>• Support young people to live closer to their family, friends, and their community, wherever possible</li> <li>• Help prevent young people from going missing or going into hospital.</li> </ul> <p>This proposal will likely have a positive impact on young people with the protected characteristic of disability. This assessment recognises that these young people may also share other protected characteristics which must be considered in the planning and delivery of support. This may include ensuring physical access barriers are overcome depending on the nature of young people's disabilities.</p> <p>There is no evidence to indicate that:</p>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Children and young people and their families are not expected to experience any reductions in the quality, standards, or level of support they currently receive, albeit the way in which some young people and their families may access support may change in future as a result of this proposal. The proposal seeks to enhance and adapt current offers of support to young people with complex needs.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs, albeit this support may be delivered in different ways in future. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased direct costs for children, young people, and families.</li> <li>• It is conceivable there may be some increased indirect costs outside of the Council's control for families – for example, some people may be impacted by rising costs of living at home (such as rent or energy costs). It is understood that households which include one or more disabled person are likely to experience significantly higher living costs. In a situation such as this, relevant statutory agencies have a proactive duty to</li> </ul>

Reference and title of proposal	Potential impact
	<p>support people in accordance with the policies and legislation such as the Equality Act 2010 to assist them to adapt to the cost of independent living.</p> <ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There may be some organisational changes. Any such changes will be implemented in accordance with agreed HR policies and procedures which are impact assessed separately. An EqIA of Organisational Change, Reviews and Restructures has been completed and impacts on the workforce are monitored corporately.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<b>S2425CS003 - Transforming the Care Market and creating the capacity that we need: Expansion of in-house fostering capacity through a whole-Council and whole-</b>	<p>This proposal recognises that in order to ensure children and young people who become looked after, receive the best possible care for the duration they are in care, there needs to be an ongoing focus on recruitment and retention of foster carers from diverse backgrounds in Norfolk.</p>

Reference and title of proposal	Potential impact
<p><b>County focus on carer recruitment and retention, ensuring we have sufficient foster carers to avoid the use of other, more costly, care arrangements where they do not provide better outcomes.</b></p>	<p>A previous equality impact assessment of foster care services, conducted in 2022, found that increasing the capacity of in-house fostering likely has positive benefits for children and young people. This is because more local family-based care can be offered to more children and young people, including children and young people with more complex needs who may require specialist placements including children and young people who share one or more protected characteristics.</p> <p>There is national evidence to indicate that children and young people with some protected characteristics (race and disability) are more likely to be in-care, experience placement breakdown, or be placed in residential care. This proposal should enable the service to focus on ensuring that local in-house foster carers are available to offer sustainable and supportive placements for children and young people.</p> <p>There is currently no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who identify as intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are as lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Children, young people, families, and foster carers are not expected to experience any reductions in the quality, standards, or level of support they currently receive as a</li> </ul>

Reference and title of proposal	Potential impact
	<p>result of this proposal. The proposal aims to improve access to support for children and young people, their families and to foster carers because of an increased focus on the recruitment and retention of local foster carers.</p> <ul style="list-style-type: none"> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for people.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is currently no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to staff without these characteristics. There may be organisational changes to ensure that the service has the capacity to manage in-creased in-house service provision. Any such changes will be implemented in accordance with agreed HR policies and procedures which are impact assessed separately. An EqlA of Organisational Change, Reviews and Restructures has been completed and impacts on the workforce are monitored corporately.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul> <p>This proposal may require officers to undertake further analysis when developing detailed service design and implementation plans. If it subsequently emerges that an aspect of the proposal may have a detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was possible to predict at the time of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further. Impacts of interventions on children and young people with protected characteristics (race) who are looked after will continue to be monitored through EDI performance monitoring.</p>

Reference and title of proposal	Potential impact
<p><b>S2425CS004 - Transforming the Care Market and creating the capacity that we need: Reshaping our in-house residential care provision to successfully support the highest needs young people and to support positive 'move on' to family-based care as early as possible.</b></p>	<p>This proposal identifies savings which can be achieved through investment in in-house residential care. This should ensure the Council has more direct control over the quantity and quality of residential care available in Norfolk, taking account that there are only a limited number of commissioned places available for children and young people with the most complex needs locally.</p> <p>A more joined up in-house offer with sufficient capacity to meet demand will more effectively support Norfolk children and young people to either return home or move on from care. The proposal also takes account that, where on-going contract reviews identify good local commissioned provision, commissioners will continue to work closely with providers to support them to deliver better outcomes for the children and young people they are caring for.</p> <p>It should be considered that there is national evidence to indicate that children and young people with some protected characteristics (race and disability) are more likely to be in-care, experience placement breakdowns, or be placed in residential care, including out of county placements. This proposal will enable the service to focus on ensuring that more local in-house care is available to ensure sustainable and supportive placements for these children and young people, including for children and young people with complex needs who may be more likely to share one or more protected characteristic. Therefore, this proposal should be considered to likely have a positive impact.</p> <p>There is currently no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and</li> </ul>



Reference and title of proposal	Potential impact
	<p>beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</p> <ul style="list-style-type: none"> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Children, young people, and their families, will not experience any reductions in the quality, standards, or level of support they currently receive as a result of this proposal.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for people.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is currently insufficient evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There may be some organisational changes as a result of this proposal. Any organisational changes will be undertaken in accordance with agreed HR policies which are impact assessed separately. An EqiA of Organisational Change, Reviews and Restructures was completed in 2023 and impacts are monitored corporately.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>

Reference and title of proposal	Potential impact
	<p>This proposal may require officers to undertake further analysis when developing detailed service design and implementation plans. If it subsequently emerges that an aspect of the proposal may have a detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was possible to predict at the time of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further. Impacts of interventions on children and young people with protected characteristics (race) who are looked after will continue to be monitored through EDI performance monitoring.</p>
<p><b>S2425CS005 - Inclusion: More primary aged children with SEND can travel independently by adapting the Travel Independence Travel Across Nation (TITAN) programme</b></p>	<p>The TITAN programme offers young people with special educational needs and disabilities (SEND) support to help them to become confident independent travellers. This free and comprehensive learning and support is currently available for young people aged 10 to 25, both in school and the community, to support an effective transition to travelling independently. Successful travel training helps to:</p> <ul style="list-style-type: none"> <li>• Develop life skills so young people can become more independent, increasing confidence and self-esteem.</li> <li>• Increase interaction with other young people of the same age, building important social skills.</li> <li>• Open up more opportunities, such as greater access to education, training, jobs, volunteering, leisure and social activities.</li> <li>• Build confidence about going to a new school or college.</li> <li>• Provide greater freedom so young people can be less reliant on their parents and carers to take them places.</li> </ul> <p>The TITAN Primary programme provides both mainstream and SEND schools with a way to prepare young people in year 6 for their transition into Year 7. This proposal seeks to adapt the programme by rolling out the pilot TITAN Primary programme to all Norfolk Schools by creating resources for in school activities and increasing engagement with schools. This will</p>

Reference and title of proposal	Potential impact
	<p data-bbox="696 236 1937 304">offer suitable learning and support to more young people in order they can also gain the associated benefits.</p> <p data-bbox="696 347 1973 528">Because TITAN is aimed at young people with SEND, this proposal should have a direct positive impact on children (and their families) in this cohort who share the protected characteristic of disability. It is recognised that children and young people with different disabilities or long-term health conditions may experience a range of different physical, environmental, financial, and social barriers when seeking to travel independently. Adjustments to learning and support offers should continue to be considered to ensure the needs of these children and young people can be met where possible. This assessment recognises that this cohort may also share other protected characteristics.</p> <p data-bbox="696 679 1220 708">There is no evidence to indicate that:</p> <ul data-bbox="745 719 1982 1123" style="list-style-type: none"> <li data-bbox="745 719 1982 938">• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who identify as intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are as lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li data-bbox="745 943 1982 1123">• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p data-bbox="696 1166 929 1195">This is because:</p> <ul data-bbox="745 1206 1966 1272" style="list-style-type: none"> <li data-bbox="745 1206 1966 1272">• Eligible children and young people will not experience any reductions in the quality, standards, or level of support they currently receive. This proposal represents an</li> </ul>

Reference and title of proposal	Potential impact
	<p>enhanced offer of support with associated savings in the cost of facilitated travel longer term.</p> <ul style="list-style-type: none"> <li>• No changes are proposed to eligibility criteria for services, so children and young people will continue to receive support relevant to their assessed needs.</li> <li>• The proposal will not lead to new or increased direct costs. Children and young people and their families will continue to access the usual financial subsidies for travelling to and from education, albeit they may not need more costly transport options in future where they are walking, cycling, or using school or public transportation as a result of increased confidence and skills to travel independently.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> <li>• There should be no organisational changes as a result of this proposal.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<p><b>S2425CS006 - Inclusion: Ongoing focus on efficient delivery of Home to School Transport through maximising travel independence wherever appropriate and possible.</b></p>	<p>The Council provides free school transport, as required by the Education Act 1996, if a child is:</p> <ul style="list-style-type: none"> <li>• of compulsory school age (5 to 16 years old) on 1 Sept or they will be 5 before 1 Sept when applying for school and they attend the nearest catchment school or the nearest appropriate school with a place as designated by Children's Services</li> </ul> <p>And</p> <ul style="list-style-type: none"> <li>• they live more than 2 miles, measured by the nearest walking route to school, when under the age of 8 or live more than 3 miles walking distance from school, when aged 8 or over.</li> </ul> <p>The Council also provides transport for children who are unable to walk to school due to limited mobility or a severe medical condition in some circumstances. Free school transport</p>

Reference and title of proposal	Potential impact
	<p>may also be available for families receiving certain other benefits, dependent on how far from the school a child lives, and eligibility is assessed based on evidence of need.</p> <p>This proposal builds on work undertaken in previous years. Children's Services, working with school transport services, will continue to work to ensure that children and young people's transport needs are being met in the most appropriate way, with a continued focus on ensuring parents, children and young people understand the benefits to gaining travel independence and children and young people are being supported to develop their ability to travel independently in preparation for adulthood.</p> <p>This work will involve ongoing reviews of individual travel plans to ensure these are appropriately child centred. Children's Services will also continue to identify ways to improve the commissioning of home to school transport to achieve savings.</p> <p>If this proposal goes ahead, it should have a positive impact on children and young people with protected characteristics (and their families) where support continues to be tailored to respond to their diverse needs.</p> <p>There is currently insufficient evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul>

Reference and title of proposal	Potential impact
	<p>This is because:</p> <ul style="list-style-type: none"> <li>• Eligible children and young people should not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so children and young people will continue to receive support relevant to their assessed needs in accordance with the Council's legal obligations. There should be no increased direct costs for parents and carers whose children and young people are eligible for support with transportation.</li> <li>• The proposal will be implemented in accordance with the Council's statutory responsibilities to children, young people and families, corporate, and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There should be no organisational changes as a result of this proposal.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul> <p>Eligibility for home to school transport requires continued monitoring to ensure that policies are applied fairly and there is no unintended adverse impact. Responsible officers should take account of monitoring and use this to quality assure services. If, because of monitoring, there appears to be any disproportionate or detrimental impact on people with protected characteristics that it was not possible to identify at the time of this assessment, this will be reported formally so appropriate mitigating actions can be implemented. This assessment has been informed by the EqIA of Home to School transport undertaken in 2023.</p>
<b>S2425CS007 - Local First Inclusion: Creation of</b>	This proposal represents the benefits of on-going investment in more local specialist provision for children and young people with special educational needs and disabilities

Reference and title of proposal	Potential impact
<p><b>additional specialist provision closer to home resulting in children needing to travel less far</b></p>	<p>(SEND). This means there will be an associated reduction in transportation costs for the children and young people who are able to access this provision.</p> <p>The Council provides free school transport, as required by the Education Act 1996, if a child is:</p> <ul style="list-style-type: none"> <li>• of compulsory school age (5 to 16 years old) on 1 September or they will be 5 before 1 September when applying for school and they attend the nearest catchment school or the nearest appropriate school with a place as designated by Children's Services And</li> <li>• they live more than 2 miles, measured by the nearest walking route to school, when under the age of 8 live more than 3 miles walking distance from school, when aged 8 or over.</li> </ul> <p>The Council also provides transport for children who are unable to walk to school due to limited mobility or a severe medical condition in some circumstances.</p> <p>Because this proposal is aimed at supporting children and young people with SEND by ensuring that where possible they can access suitable local provision. this proposal should have a direct positive impact on children (and their families) in this cohort who share the protected characteristic of disability. It is recognised that children and young people with different disabilities or long-term health conditions may experience a range of different physical, environmental, financial, and social barriers when seeking to access education and the Council will continue to support this cohort in accordance with their assessed needs.</p> <p>This assessment recognises that children and young people accessing specialist provision may also share other protected characteristics which may need to be taken account of when provision is being considered.</p> <p>There is no evidence to indicate that:</p>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Eligible children and young people will not experience any reductions in the quality, standards, or level of support they currently receive. This proposal represents an enhanced offer of support with associated savings in the cost of facilitating shorter journeys.</li> <li>• No changes are proposed to eligibility criteria for services, so children and young people will continue to receive support relevant to their assessed needs.</li> <li>• The proposal will not lead to new or increased direct costs. Children and young people and their families will continue to access the usual financial subsidies for travelling to and from education, albeit they may not need more costly transport options in future where they are walking, cycling, or using school or local public transportation.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> </ul>



Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<b>S2425CS008 - Local First Inclusion: More children supported in mainstream schools preventing the need to travel to specialist schools</b>	<p>This proposal represents the benefits of ongoing work within Children's Services to ensure that wherever possible children and young people with special educational needs and disabilities (SEND) are supported to remain in mainstream schools, with appropriate support. Support will continue to reflect individual children and young people's assessed needs, albeit schools will make decisions with respect how they meet these needs and ensure that this cohort of children and young people have a positive educational experience.</p> <p>Where children and young people are supported to remain in mainstream school there is an additional benefit of reducing the need for longer journeys and or more costly transportation, particularly where limited specialist provision is available in the local area. This proposal is complemented by other proposals which seek to enhance local specialist provision, support families, and enable more children and young people to travel independently to their place of education.</p> <p>Specific feedback on this proposal has been received through the public consultation on this proposal as recorded in the Consultation findings report which has been taken account of by officers. It should be considered that there are currently 17,000 pupils in Norfolk mainstream schools receiving 'SEN Support'. Of the 8000+ pupils with Education, Health, and Care Plans, over 3000 are currently in mainstream schools being supported in accordance with their assessed needs.</p> <p>This proposal should have a direct positive impact on children (and their families) in this cohort who share the protected characteristic of disability because the aim is to ensure that where possible they can remain in mainstream school. It is recognised that children and young people with different disabilities / long-term health conditions may experience a range of different physical, environmental, financial, and social barriers which must be overcome in</p>

Reference and title of proposal	Potential impact
	<p>their place of education. This assessment recognises that children and young people with SEND may also share other protected characteristics which may need to be taken account of in order to ensure children and young people from diverse backgrounds have a positive educational experience.</p> <p>There is currently no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Eligible children and young people will not experience any reductions in the quality, standards, or level of support they currently receive. This proposal represents an enhanced offer of support with associated savings in the cost of facilitating shorter journeys.</li> <li>• No changes are proposed to eligibility criteria for services, so children and young people will continue to receive support relevant to their assessed needs.</li> <li>• The proposal will not lead to new or increased direct costs. Children and young people and their families will continue to access the usual financial subsidies for travelling to and from education, albeit they may not need more costly transport</li> </ul>

Reference and title of proposal	Potential impact
	<p>options in future where they are walking, cycling, or using school or local public transportation.</p> <ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul> <p>The effectiveness of mainstream education for children with SEND undergoes continued monitoring to ensure policies are applied fairly and there is no unintended adverse impact. Responsible officers should take account of monitoring and use this to quality assure services and support. If, because of monitoring, there appears to be any disproportionate or detrimental impact on people with protected characteristics that it was not possible to identify at the time of this assessment, this will be reported formally so appropriate mitigating actions can be implemented.</p>
<p><b>S2425CS009 - Ongoing focus on efficient commissioning of complex care placements.</b></p>	<p>This proposal takes account of savings which can be achieved through a review of contracts for complex care placements to identify where efficiencies can be made, as part of on-going quality assurance work.</p> <p>This proposal complements other proposals put forward with respect the on-going focus on increasing the capacity of in-house services and other wraparound support services aimed at ensuring children and young people with complex needs who are being or at risk of becoming looked after receiving the best possible care and support to meet their needs.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and</li> </ul>

Reference and title of proposal	Potential impact
	<p>people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</p> <ul style="list-style-type: none"> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Children, young people, and their families, will not experience any reductions in the quality, standards, or level of support they currently receive as a result of this proposal.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for people.</li> <li>• The proposal will be implemented in accordance with the Council’s Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There should be no organisational changes as a result of this proposal.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<b>S2425CS010 - Efficient commissioning of clinical training required for some</b>	This proposal takes account of savings which can be achieved through a review of block purchase contracts for training. Families in receipt of training and staff involved in delivery of training will receive a more consistent approach to training and we anticipate being able to

Reference and title of proposal	Potential impact
<p><b>families. Training delivered in partnership with Norfolk Community Health &amp; Care (NCH&amp;C).</b></p>	<p>improve the reach of training to families of children with complex needs and reduce the risks to children as a result in this change in contract management.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Children, young people, and their families will not experience any reductions in the quality, standards, or level of support they currently receive as a result of this proposal.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for people.</li> <li>• The proposal will be implemented in accordance with the Council’s Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> <li>• There should be no organisational changes as a result of this proposal.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<b>S2425CS011 - Reshaping our system support for learning and education aligned to the evolving role of the local authority and creation of a self-improving education system.</b>	<p>This proposal recognises that the relationship between schools and education providers and the local authority has changed in recent years. The Council's role has become more strategic, taking account the Government's aim is to drive a school-led, self-improving education system.</p> <p>As a result, there is an opportunity to review and reshape the support on offer to ensure that this can meet the needs of schools and education providers in efficient and effective ways in future. The overarching is to ensure high quality advice, guidance and support is available, so all children and young people in Norfolk are able to access education and learning and achieve to their full potential. The Council has a range of statutory responsibilities around the provision of education for children and young people in Norfolk which will continue to be met.</p> <p>Following review, schools and education providers may experience changes in how they access advice, guidance, or support, however children and young people and their families in Norfolk should not see any changes. Rather the proposal is intended to support continuous improvement in education and learning outcomes for all children and young people in Norfolk. This proposal is supported by the integrated approach to Children's Services in Norfolk where learning and Inclusion support which was previously in a discrete directorate is now integrated across the Children's Services Department.</p> <p>The review should take account that there is national evidence to show that children and young people with some protected characteristics (race and disability) may experience disproportionately different outcomes in education and learning, and schools, colleges and education providers will continue to need specific advice and support with respect</p>

Reference and title of proposal	Potential impact
	<p data-bbox="696 236 1823 304">understanding and addressing any inequalities that exist in access, attendance, participation, and educational achievement.</p> <p data-bbox="696 347 1350 379">Currently there is no evidence to indicate that:</p> <ul data-bbox="745 387 1973 791" style="list-style-type: none"> <li data-bbox="745 387 1973 603">• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li data-bbox="745 611 1973 791">• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p data-bbox="696 834 931 866">This is because:</p> <ul data-bbox="745 874 2007 1278" style="list-style-type: none"> <li data-bbox="745 874 2007 1050">• Children, young people, and their families will not experience any reductions in the quality, standards, or level of direct support they currently receive as a result of this proposal. Schools, colleges, and other education providers may experience changes in the way in which they access advice, guidance, and support as a result of this proposal.</li> <li data-bbox="745 1058 2007 1166">• No changes are proposed to eligibility criteria for services so children, young people and families will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li data-bbox="745 1174 1688 1206">• The proposal will not lead to new or increased costs for people.</li> <li data-bbox="745 1214 2007 1278">• The proposal will be implemented in accordance with the Council’s Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the</li> </ul>

Reference and title of proposal	Potential impact
	<p>Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</p> <ul style="list-style-type: none"> <li>• This proposal may lead to organisational changes or service restructures once outcomes of the review are known. There is currently not evidence to show that employees with protected characteristics will be disproportionately affected, compared to employees without these characteristics as a result of any service re-design. Any organisational changes will be conducted in accordance with the agreed HR policies which are impacted assessed separately. An EqiA of Organisational Change, Reviews and Restructures was completed in 2023 and impacts on the workforce are monitored corporately.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul> <p>This proposal may require officers to undertake further analysis when developing detailed service design and implementation plans. If it subsequently emerges that an aspect of the proposal may have a detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was possible to predict at the time of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further.</p>
<p><b>S2425CS013 - Prevention, early intervention and effective social care - helping families stay together and ensuring fewer children in care: Reduced social care placement and support costs through improved the timeliness of court decisions.</b></p>	<p>This proposal identifies savings to be achieved as a result of work undertaken in partnership with HM Courts Service and other partners to reduce delays in hearings and improve the timeliness of decision making with respect children, young people and their families and carers.</p> <p>Delays in hearings and decisions are understood to have a detrimental impact on all children and young people who are looked after and their families - where placements are extended as a result. Delays also create uncertainty for children and young people awaiting adoption and for their families. There are also additional costs as a result of such delays, partly because of the increased amount of time professionals must spend on supporting people involved.</p>



Reference and title of proposal	Potential impact
	<p data-bbox="696 268 1993 416">The overall aim of the proposal is to ensure permanence for all children and young people as quickly as possible. As a result, this proposal is likely to have a positive impact including on all children and young people, including those who share one or more protected characteristics.</p> <p data-bbox="696 453 1352 488">There is currently no evidence to indicate that:</p> <ul data-bbox="745 528 1975 938" style="list-style-type: none"> <li data-bbox="745 528 1975 746">• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li data-bbox="745 751 1975 938">• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p data-bbox="696 975 931 1010">This is because:</p> <ul data-bbox="745 1015 2011 1311" style="list-style-type: none"> <li data-bbox="745 1015 2011 1161">• Children, young people, and families are not expected to experience any reductions in the quality, standards, or level of support they currently receive as a result of this proposal. The proposal aims to improve the timeliness of court decisions to the benefit of all.</li> <li data-bbox="745 1166 2011 1273">• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li data-bbox="745 1278 1771 1311">• The proposal will not lead to new or increased direct costs for people.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> <li>• There should be organisational changes as a result of this proposal.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK</li> </ul>

### Proposals published January 2024

Reference and title of proposal	Potential impact
<b>S2425CS016 - Prevention, early intervention and effective social care - helping families stay together and ensuring fewer children in care: Creating additional capacity to support family finding to contact natural family members to increase family placements and reduce the number of children becoming looked after</b>	<p>This proposal will enable Children's Services to build additional capacity within the service to support family finding and contact natural family members to increase family placements and reduce the number of children who become looked after. There is national evidence to indicate that children and young people with some protected characteristics (race and disability) may be more likely to be in-care, experience placement breakdown, or be placed in residential care. This proposal will enable the service to maintain a focus on ensuring that children and young people can remain with family members in the event of a family crises or breakdown.</p> <p>Research shows that this has benefits for children and young people including letting them live with someone they know and trust and increasing their feelings of identity and belonging. The research also shows that there are fewer placement breakdowns, less placement disruption and more permanence for all children and young people, including those with protected characteristics. This carries with it associated wellbeing and mental health benefits for children and young people. Therefore, this proposal should be considered to likely have a</p>

Reference and title of proposal	Potential impact
	<p data-bbox="696 237 1816 304">positive impact on children and young people who share one or more protected characteristics.</p> <p data-bbox="696 347 1352 379">There is currently no evidence to indicate that:</p> <ul data-bbox="757 387 2007 791" style="list-style-type: none"> <li data-bbox="757 387 2007 603">• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are as lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li data-bbox="757 611 2007 791">• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p data-bbox="696 834 931 866">This is because:</p> <ul data-bbox="757 874 2007 1278" style="list-style-type: none"> <li data-bbox="757 874 2007 1054">• Children, young people, families, and foster carers are not expected to experience any reductions in the quality, standards, or level of support they currently receive as a result of this proposal. The proposal aims to improve outcomes for children and young people, by increasing family placements and ensuring stability and support for children and young people at times of family crises.</li> <li data-bbox="757 1062 2007 1166">• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li data-bbox="757 1174 2007 1278">• The proposal will not lead to new or increased direct costs for people. Financial support is available for families supporting the child or young people to assist with additional costs.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is currently no evidence that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There may be organisational changes to ensure that the service has the capacity required to deliver this service. Any associated organisational changes will be implemented in accordance with agreed HR policies which are impact assessed separately. An equality impact assessment of Organisational Changes, Restructures and Reviews has been undertaken and impacts are monitored corporately.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul> <p>This proposal may require officers to undertake further analysis when developing detailed service design and implementation plans. If it subsequently emerges that an aspect of the proposal may have a detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was possible to predict at the time of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further. Impacts of interventions on children and young people with protected characteristics (race) who are looked after will continue to be monitored through EDI performance monitoring.</p>
<b>S2425CS017 - Smarter Working – increased use of technology</b> <b>Adopt an intensive approach to re-design business processes to achieve maximum efficiency and exploit technology solutions to automate processes where possible</b>	<p>This proposal identifies how Children's Services is continuing to explore how to maximise the benefits of smarter working for all employees, including those with protected characteristics to achieve efficiency and utilise new technology to automate processes where possible.</p> <p>This proposal has the potential to promote equality and inclusion because some employees with protected characteristics, experience barriers to the built and virtual environments.</p>

Reference and title of proposal	Potential impact
	<p>Other employees (such as lone parents and carers) may also benefit from the greater flexibility smarter working enables.</p> <p>In the longer term, smarter working offers the potential to significantly enhance accessibility for disabled people and people with other protected characteristics. Not only should it be possible to achieve equality more swiftly in the virtual world, smarter working addresses other issues, such as reducing officer time to undertake essential administrative tasks. This has associated benefits for children, young people, and their families because it supports more efficient case management and creates greater service capacity to respond to increasing demand.</p> <p>The proposal also includes an expansion of the use of new technologies by children and families themselves and this includes a particular focus on inclusive technologies for children with special educational needs and disabilities – and so Children’s Services anticipates a beneficial impact for children and young people who share protected characteristics.</p> <p>Inevitably however, there are a range of barriers to overcome and adjustments to make to address barriers to inclusion within smarter working. This may take some time. The barriers and mitigating actions are set out in the <a href="#">Digital inclusion strategy - Norfolk County Council</a>.</p> <p>However, in the longer-term, smarter working offers significant potential to enhance accessibility and inclusion for people with protected characteristics.</p> <p>Currently, with the exception of the issues documented and mitigated in the Digital Inclusion Strategy there is limited evidence that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs;</li> </ul>

Reference and title of proposal	Potential impact
	<p>people who are lesbian, gay, bisexual or transgender, or people in rural areas) compared to people who do not share these characteristics; or that:-</p> <ul style="list-style-type: none"> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Although the proposal will lead to some changes in ways of working, children, young people, and their families should not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service should continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council’s Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity and inclusion requirements.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and staff where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using</li> </ul>

Reference and title of proposal	Potential impact
	<p>technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</p> <ul style="list-style-type: none"> <li>Any introduction of new ways of working may result in some organisational changes, which may include changes to employee terms or conditions. Any such changes will be implemented in accordance with agreed HR policies which are assessed separately, and all affected employees will be consulted with as required. If establishment structures or posts change or are deleted, it is not expected that this will lead to employees with protected characteristics being disproportionately represented in redundancy or redeployment figures, although this assessment recognises that the Children's Services workforce is diverse and has higher representation of some people with protected characteristics than other parts of the Council. An EqlA of Organisational Change, Reviews and Restructures has been completed and impacts on the workforce are monitored corporately in line with the findings of this EqlA.</li> <li>Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul> <p>Where Artificial Intelligence (AI) is being utilised to facilitate new ways of working, the Council is cognisant of the potential for unintended bias as a result of how this technology is utilised by officers – taking account of "human" aspects of the decision-making process, which may also result in flawed algorithmic decision-making. Officers will therefore be undertaking robust analysis of outcomes for service users where AI is used to identify any likelihood of unintended impact on people with protected characteristics. If such impacts are identified these will be reported on to the Council's AI Governance Board and steps will be taken to mitigate or remove these impacts in accordance with government recommendations from the Centre for Data Ethics and Innovation and the Equality &amp; Human Rights Commission guidance on using artificial intelligence in public services.</p>
<b>S2425CS019 - Smarter Working – ongoing review of staffing</b>	This proposal reflects ongoing work within Children's Services to review organisational structures and identify further efficiencies which can be achieved from different ways of

Reference and title of proposal	Potential impact
<b>structures to identify efficiencies reflecting different ways of working and ensuring no duplication of activity</b>	<p>working being introduced. This is to maximise the benefits of smarter working for all employees, including those who share one or more protected characteristics.</p> <p>Smarter working has benefits for employees and for service users; because it avoids duplication of work, reduces administrative and management tasks, and enables greater flexibility in ways of working. Smarter working also supports more efficient case management and creates greater service capacity to meet the needs of children, young people, and their families.</p> <p>Inevitably however, there are a range of barriers to overcome and adjustments to make to address barriers to inclusion within smarter working. This may take some time. The barriers and mitigating actions are set out in the <a href="#">Digital inclusion strategy - Norfolk County Council</a>.. However, in the longer-term, smarter working offers significant potential to enhance accessibility and inclusion for people with protected characteristics.</p> <p>Currently, with the exception of the issues documented and mitigated in the Digital Inclusion Strategy there is limited evidence that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender, or people in rural areas) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul>



Reference and title of proposal	Potential impact
	<p>This is because:</p> <ul style="list-style-type: none"> <li>• Although the proposal will lead to some changes in ways of working, children, young people, and their families should not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service should continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity and inclusion requirements.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and staff where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to smarter working technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> <li>• Any introduction of new ways of working will result in some organisational changes, which may include changes to employee terms or conditions. All such changes will be implemented in accordance with agreed HR policies which are assessed separately, and all affected employees will be consulted with as required. If establishment structures or posts change or are deleted, it is not expected that this would lead to</li> </ul>

Reference and title of proposal	Potential impact
	<p>employees with protected characteristics being disproportionately represented in redundancy or redeployment figures, although this assessment recognises that the Children's Services workforce is diverse and has higher representation of some people with protected characteristics than other parts of the Council. An EqIA of Organisational Change, Reviews and Restructures has been completed and impacts on the workforce are monitored corporately in line with the findings of this EqIA.</p> <ul style="list-style-type: none"> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<p><b>S2425CS020 - One-off use of PFI sinking fund contribution not required for 24-25</b></p>	<p>This proposal represents a change in accounting relating to the use of reserves (PFI Sinking Fund Contribution) as a one-off. There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There will be no organisational changes as a result of this proposal.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<b>S2425CS021 - Use of reserves and one-off funding</b>	<p>If this proposal goes ahead, it will mean releasing funds from reserves to as a one-off. There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive because of this proposal. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with the Council's Promoting Independence Strategy, corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There will be no organisational changes as a result of this proposal.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<b>S2425CS025 - Prevention, early intervention and effective social care - helping families stay together and ensuring fewer children in care: further iteration of the Family Help and High Needs structure including removing remaining reliance on external agency staffing through different ways of working</b>	<p>This proposal identifies predicted savings achieved as a result of transformation and service re-design to ensure the delivery of support, at the earliest opportunity, including to families in Norfolk who have higher or more complex needs.</p> <p>There is national evidence to show, this approach minimises the need for more significant and costly interventions through a focus on supporting families and their extended networks in the community before they reach a point of crises. Through the introduction of different ways of working, including automating some processes, removing duplication of work, and organisational reviews, Children's Service will be able to respond more effectively to demand and reduce reliance on external agency staffing.</p> <p>Transformation has already begun to join up services and support and offer parents and carers a wide range of advice and guidance, on employment, parenting, employment, education &amp; skills, money management, physical health, and mental wellbeing at the earliest opportunity to prevent families reaching crises point.</p>

Reference and title of proposal	Potential impact
	<p>This proposal reflects the predicted savings of this aspect of service re-design. Importantly, Children's Services service aims to see an overall longer-term reduction in the numbers of children and young people becoming looked after as a result of the improvements.</p> <p>There is national evidence to indicate that children and young people with some protected characteristics (race and disability) are more likely to experience family breakdown, resulting in disproportionate numbers of children and young people who share one or more of these protected characteristics becoming looked after. Therefore, this proposal should have a positive impact on children and young people (and their families) who share one or more protected characteristic.</p> <p>There is currently no evidence that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender, or people in rural areas) compared to people who do not share these characteristics</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Although the proposal may lead to some changes in ways of working, children, young people, and their families should not experience any reductions in the quality, standards, or level of support they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to</li> </ul>

Reference and title of proposal	Potential impact
	<p>their assessed needs. People who currently receive a service should continue to do so.</p> <ul style="list-style-type: none"> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be made where appropriate to address disadvantage.</li> <li>• Any introduction of new ways of working will result in some organisational changes, which may include changes to employee terms or conditions. All such changes will be implemented in accordance with agreed HR policies which are impact assessed separately, and all affected employees will be consulted with as required. If establishment structures or posts change or are deleted, it is not expected that this would lead to employees with protected characteristics being disproportionately represented in redundancy or redeployment figures, although this assessment recognises that the Children's Services workforce is diverse and has higher representation of some people with protected characteristics than other parts of the Council. An EqlA of Organisational Change, Reviews and Restructures has been completed and impacts on the workforce are monitored corporately.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<b>S2425CS026 - Right-sizing of learning and education related budgets to reflect level of</b>	This proposal represents an adjustment to the Children's Services learning and education related budget to reflect the anticipated level of spend. People in receipt of learning and education may experience some changes with respect how learning and education is

Reference and title of proposal	Potential impact
<p><b>spend anticipated based on forecast demand</b></p>	<p>provided as a result, but employees will continue to access all required continuous professional development.</p> <p>There is currently not evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are as lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>However:</p> <ul style="list-style-type: none"> <li>• Children, young people, and their families should not experience any reductions in the quality, standards, or level of support they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal should not lead to new or increased costs for people.</li> <li>• The proposal will be implemented in accordance with the Council’s Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> </ul>

Reference and title of proposal	Potential impact
	<p>Any organisational changes associated with this proposal will be conducted in accordance with agreed HR policies which are impact assessed separately.</p> <ul style="list-style-type: none"> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<p><b>S2425CS027 - Revised and integrated approach to mental health and wellbeing support for children and young people</b></p>	<p>Children's Services have through their transformation programme, integrated services and invested in mental health and well-being support creating multidisciplinary teams to support those most in need. Work continues with system partners to maximise resources through different ways of working as a key priority which this proposal represents.</p> <p>There is evidence to show that some children and young people who share protected characteristics may be at greater risk of experiencing poorer mental health and wellbeing outcomes and require tailored individual support at the earliest opportunity. We have developed the revised approach alongside our health partners with a focus on avoiding any negative impact for children including those with protected characteristics.</p> <p>There is currently no evidence that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs;</li> </ul>



Reference and title of proposal	Potential impact
	<p>people who are lesbian, gay, bisexual or transgender, or people in rural areas) compared to people who do not share these characteristics; or that:-</p> <ul style="list-style-type: none"> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Eligible children and young people should not experience any reductions in the quality, standards, or level of mental health or wellbeing support they currently receive. The support will be in accordance with Children’s Services statutory duties.</li> <li>• No changes are proposed to eligibility criteria for services, so children and young people will continue to receive support relevant to their assessed needs.</li> <li>• The proposal will not lead to new or increased direct costs for children, young people, or their families.</li> <li>• The proposal will be implemented in accordance with the Council’s Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> </ul>
<b>S2425CS031 - Actions to reduce demand-related underlying social care overspend through bringing forward delivery to 24/25 of sufficiency related savings initially projected for 25/26</b>	<p>This proposal represents an extension of proposals <b>S2425CS001</b> - Prevention, early intervention and effective social care - helping families stay together and ensuring fewer children in care - <b>SC2425CS003</b> Transforming the Care Market and creating the capacity that we need: Expansion of in-house fostering capacity, and - <b>CS2425CS004</b> Transforming the Care Market and creating the capacity that we need: Reshaping our in-house residential care provision to generate further savings through planned transformation work.</p>

Reference and title of proposal	Potential impact
	<p>The proposal reflects that future savings may be achieved earlier than previously anticipated. The relevant related equality impact assessments can be found earlier in this Appendix report. The impacts of these associated proposals have been explained taking account of mitigating factors.</p> <p>In summary the factors to consider are:</p> <ul style="list-style-type: none"> <li>• Children, young people, and their families should not experience any reductions in the quality, standards, or level of support they currently receive as a result of this proposal. Rather, as result, families who need support should be able to access this earlier, and longer-term care should be designed to meet the needs of children and young people including those who share protected characteristics.</li> <li>• No changes are proposed to eligibility criteria for services, so children, young people and families should continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposals should not lead to new or increased direct costs for people.</li> <li>• The proposals will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is currently not evidence to indicate that employees with protected characteristics have or will be disproportionately affected compared to employees without these characteristics as a result of organisational change or service re-design. Any organisational changes will continue to be conducted in accordance with agreed HR policies which have been impacted assessed separately. An EqIA of Organisational Change, Reviews and Restructures has been conducted and impacts on the workforce are monitored corporately.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>

Reference and title of proposal	Potential impact
	<p>Aspects of these proposals may require officers to undertake further analysis when developing detailed service design and implementation plans. If it subsequently emerges that an aspect of these proposals may have a detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was not possible to predict at the time of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further. Impacts of interventions on children and young people with protected characteristics (race) who are looked after will continue to be monitored through EDI performance monitoring.</p>
<p><b>S2223CS012 - Extending our existing savings programme to deliver additional benefits. Proposal is to expand our 2019-20 saving CHS001:</b></p>	<p><b>Prevention, early intervention, and effective social care – Investing in an enhanced operating model which supports families to stay together and ensures fewer children need to come into care.</b></p> <p>This was a budget proposal for 2022/2023. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the budget saving was agreed, and due regard was paid to the equality impact assessment previously published.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p>
<p><b>S2223CS013 - Extending our existing savings programme to deliver additional benefits. Proposal is to expand our 2019-20 saving CHS002:</b></p>	<p><b>Alternatives to care – Investing in a range of new services which offer alternatives to care using enhanced therapeutic interventions, combined with a focus on support networks from extended families keeping families safely together where possible and averting family crises.</b></p> <p>This was a budget proposal for 2022/2023. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the budget saving was agreed, and due regard was paid to the equality impact assessment previously published.</p>

Reference and title of proposal	Potential impact
	<p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p>
<p><b>S2223CS014 - Extending our existing savings programme to deliver additional benefits. Proposal is to expand our 2019-20 saving CHS003:</b></p>	<p><b>Transforming the care market and creating the capacity that we need – Creating and commissioning new care models for children in care – achieving better outcomes and lower costs.</b></p> <p>This was a budget proposal for 2022/2023. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the budget saving was agreed, and due regard was paid to the equality impact assessment previously published.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p>
<p><b>S2324CS024 [SR] - Contract efficiencies: Efficiency savings through reducing management roles and one-off inflationary savings</b></p>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been reversed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<p><b>S2324CS035 - Post 16 transport: remove option to pay a daily fare (currently only available on local buses which charge fares)</b></p>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been reversed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p>

Reference and title of proposal	Potential impact
	<p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<p><b>S2324CS033 [SR] One-off funding of transformation spend from capital receipts</b></p>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been reversed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<p><b>S2324CS037 [SR] - Strategic Review - Opportunities A and B</b></p>	<p>This was a budget proposal for 2023/2024. It is not a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>

## Appendix 3 – Community & Environmental Services – Budget Proposals 2024-25

### Proposals published October 2023

Reference and title of proposal	Potential impact
<b>S2425CES001 – Small scale efficiency improvements within Norfolk Fire and Rescue service (NFRS) that will not affect the frontline service.</b>	<p>This proposal represents cross cutting savings which are achievable because of identified opportunities for cost-recovery work and / or external grant funding of an existing post with no impact on employee or on service delivery.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal will have a significant disproportionate detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal will more significantly disadvantaged some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with the Council’s Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the</li> </ul>

Reference and title of proposal	Potential impact
	<p>Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</p> <ul style="list-style-type: none"> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There will be no organisational changes as a result of this proposal.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<p><b>S2425CES002 – Review the management of the NFRS vehicle maintenance contract currently delivered by Norse to ensure best value.</b></p>	<p>This proposal represents potential savings which may be achieved through a review of the existing vehicle maintenance contract with Norse, recognising that NFRS has recently invested in new vehicles which should by itself reduce maintenance costs. The focus of the contract review will be to ensure the NFRS fleet remains fit for purpose and well maintained to continue to deliver vital emergency and prevention and protection services to Norfolk residents, while also ensuring future contracts represents best value for money.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority</li> </ul>

Reference and title of proposal	Potential impact
	<p>groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</p> <ul style="list-style-type: none"> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• At this stage it is not known as to whether the contract review will result in any organisational changes or whether existing NCC employee or the commissioned provider's employees, will be impacted as a result of changes. Any organisational changes which may arise as a result of the outcomes of the contract review will be implemented in accordance with existing HR policies which are impact assessed separately. An EqIA of Organisational Change, Reviews and Restructures has been conducted and impacts on the workforce are monitored corporately.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> </ul>



Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul> <p>This proposal may require officers to undertake further analysis once the outcome of the contract review is known. If it subsequently emerges that an aspect of the proposal may likely have a more significant detrimental or disproportionate impact on people who share protected characteristics that it was not possible to predict at the time of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further.</p>
<b>S2425CES004 – Reintroduce overdue charges for adults in libraries (charges were suspended during the Covid 19 pandemic).</b>	<p>This proposal will see the charging structure for overdue books reinstated following its pause during the pandemic. Library users will be informed of the change. Charges will not be backdated, instead they will become due when the service 'turns back on' overdue notifications. Following this, normal rules will apply including the Equal Access Card holders of which have the same borrowing entitlements as other adult borrowers, but are exempt from overdue fines, notification charges, reservation charges and are also not charged when borrowing CDs or Spoken Word stock. This membership is intended for use by customers who may experience difficulties that impact their library use and covers a wide range of physical disabilities and mental health. It is intended to make library services more accessible to many of our borrowers. Borrowers do not need to provide proof that they are entitled to an Equal Access membership and can be moved to this category at any time – employee can discuss the benefits of this membership with borrowers if they feel it is appropriate.</p> <p>There is no evidence to indicate that:</p>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reduction in the quality, standard, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will lead to increased costs for service users but only compared to the pandemic period where charges were waved and only in instances where they have an overdue book and are not eligible for the Equal Access card.</li> <li>• The proposal will be implemented in accordance with the Council’s Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES005 – Remove vacant Open Library Manager post (0.5fte).</b>	<p>This proposal recognises that there is an opportunity to delete a post on the basis that this is no longer required due to changes in ways of working. A full equality impact assessment of Organisational Change, Reviews and Restructures has been undertaken by HR. This identifies where there may be the potential for adverse impact on employee with protected characteristics because of workforce reorganisations and restructures and how these will be monitored and mitigated through the application of the correct HR processes (which are also equality impact assessed separately).</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men or women or people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence,</li> </ul>

Reference and title of proposal	Potential impact
	<p>compared to disabled people who face less complex and substantial barriers to independence.</p> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is not currently evidence to indicate that employee with protected characteristics would be disproportionately affected compared to employee without these characteristics. The change relates to the deletion of a post which is already vacant as a result it is no longer required. Any organisational changes or changes to employee terms and conditions will be undertaken in accordance with HR policies which are impact assessed separately. Employee will continue to be consulted with in accordance with the Council's legal and contractual obligations, and employee will continue to be kept apprised of developments which may directly or indirectly impact on them by senior managers.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable</li> </ul>

Reference and title of proposal	Potential impact
	<p>adjustments to be for service users and employees where appropriate to address disadvantage.</p> <ul style="list-style-type: none"> <li>It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<p><b>S2425CES006 – To capitalise a portion of the Executive Director post salary - 20% (to be funded from existing capital allocation).</b></p>	<p>This proposal represents a change in accounting recognising the commercial services provided and associate income generation for reinvestment can be considered a capital asset.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There will be no organisational changes to employment structures and no changes to employee terms or conditions.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES007 – Remove vacant post from within the</b>	This proposal recognises that there is an opportunity to delete a post on the basis that this is no longer required due to changes in ways of working. An EqiA of Organisational Change,

Reference and title of proposal	Potential impact
<b>Business Support Operations team.</b>	<p>Reviews and Restructures has been undertaken by HR. This identifies where there may be the potential for adverse impact on employee with protected characteristics because of workforce reorganisations and restructures and how these will be monitored and mitigated through the application of the correct HR processes (which are also equality impact assessed separately).</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men or women or people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is limited evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. The change relates to the deletion of a post which is already vacant as a result it is no longer required. Any organisational changes or changes to employee terms and conditions will be undertaken in accordance with HR policies which are impact assessed separately. Employees will continue to be consulted with in accordance with the Council's legal and contractual obligations, and employees will continue to be kept apprised of developments which may directly or indirectly impact on them by senior managers.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES008 – Enable digital fund raising online for our libraries.</b>	<p>This proposal will achieve savings by enabling people to financially donate to the library service in Norfolk via the official NCC Libraries website. This is an extension of the existing</p>



Reference and title of proposal	Potential impact
	<p>scheme which uses donation boxes held within libraries. The donation button on the website and associated web form will meet WCAG 2.2 accessibility standards.</p> <p>There is the potential for some people that are digitally excluded because they do not have access to the internet or a computers/mobile phone in not having the same opportunity to donate in this way, but they will be supported to either use IT facilities in the library or to donate using existing donation boxes.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who identify as intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are as lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will not lead to new or increased costs for service users. However, it is to be acknowledged that this may facilitate easier access to be able to make voluntary donations for some people.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES009 – Review highway fees and compare to those charged by neighbouring authorities, then introduce new or reviewed fees, where possible, for external customers.</b>	<p>The ongoing review of fees and charges has identified that some Highways fees are still set at lower rates in Norfolk in comparison to neighbouring authorities, and some fees require adjusting on an annual basis to take account of inflationary increases (RPI) and other effects on costs.</p> <p>This proposal also recognises that there may also be opportunities for the Council to generate revenue for reinvestment by introducing new fees to external customers –</p>

Reference and title of proposal	Potential impact
	<p>particularly to businesses and developers where they wish to use the highways for their purposes. Where necessary, the public will be consulted on increased fees, in accordance with the Council's legal obligations.</p> <p>This proposal will enable the Council to recover costs, for re-investment in the service, to maintain services and cover enforcement costs. The proposal will ensure that where the Council can lawfully make charges, these fees are set at competitive levels and deliver value for money. There may be some impact on individual service users, but frontline services will be unaffected by this proposal. Fees and charges are applied based on agreed set criteria with statutory exemptions. Rates are tested for affordability, and all fees and charges are published and reviewed annually in accordance with the schedules.</p> <p>There is currently no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive, albeit there may be some increases in some fees and new charges for external customers.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There will be no organisational changes to employment structures and no changes to employee terms or conditions.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES010 – Review design recharge fees (BCIS 10% increase in rates from 1/4/23) and benchmark against neighbouring authorities. Introduce new or reviewed fees</b>	<p>This proposal will generate a saving through amending the current design fees to be in line with other local authority areas.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and</li> </ul>

Reference and title of proposal	Potential impact
<p><b>where possible for internal and external customers.</b></p>	<p>people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</p> <ul style="list-style-type: none"> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will lead to new or increased costs for service users however, this will be benchmarked against other Local Authorities to ensure charging remains in-line with industry standards.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable</li> </ul>

Reference and title of proposal	Potential impact
	<p>adjustments to be for service users and employees where appropriate to address disadvantage.</p> <ul style="list-style-type: none"> <li>It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<p><b>S2425CES011 – Capitalise £0.050m of the £1.5m revenue budget from the Flood Reserve Fund. Currently £0.5m is capitalised annually.</b></p>	<p>This proposal will generate a saving through recognising flood prevention activities funded through the Flood Reserve Fund as assets rather than expenses, due to the Council's longer-term work and investment into the development of these.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES012 – Increase capital funding of the Norse Local Management Overhead (LMO) in the same proportions as the split of direct activity between revenue and capital.</b>	<p>This proposal will generate a saving through a change in accountancy. This will mean that costs will be charged to capital funding instead of revenue funding.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or</li> </ul>

Reference and title of proposal	Potential impact
	<p>people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</p> <ul style="list-style-type: none"> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council’s Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> </ul>



Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES013 – Further increase Area recharge budgets</b>	<p>This proposal recognises that current recharges for employee time do not accurately reflect current costs and therefore need to be reviewed to ensure that recharges are accurate.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>The proposal will not lead to new or increased costs for service users.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES014 – Freeze third party delegated grass cutting rate as it received 13.4% this year. Move away from RPI increase for new applicants.</b>	<p>This proposal will generate savings by freezing the grass cutting rate which is already above the Retail Price Index (RPI) at 13.4% against RPI of 8.9% in September 2023 and not providing RPI uplifts to new providers in recognition that rates are already above this value.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will not lead to new or increased costs for service users and will not financially disadvantage them as prices are already set above current RPI levels.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES015 – Review the level of permits NCC process in line with the permit scheme and ensure full cost recovery.</b>	<p>This proposal recognises that NCC can charge more for its overhead costs in relation to traffic management act schemes involving permitting utility companies to work on the Highway and to instigate fines if works are not complete on schedule.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will lead to new or increased costs for service users; however, it is to be noted that this will only apply to utility companies, particularly where they fail to meet the terms of their permit. Whilst it is possible these costs may be passed on to the customer, this will be entirely the utility company's decision as this proposal addresses a current undercharge.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES016 - Waste and recycling levels have reduced following the increase during Covid 19 due to the effects of behaviour change. A slowdown in growth has been observed</b>	<p>The proposal recognises that members of the public have reduced the amount of waste being disposed of and recycled following a peak during covid which saw increased house moves and time spent generally in the home causing people to clear unwanted items. This means that previous levels of cost to the authority have reduced and therefore will realise a saving based upon anticipated levels of service demand.</p>

Reference and title of proposal	Potential impact
<p><b>from Q3 2021-22 which has continued.</b></p>	<p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reduction in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected</li> </ul>

Reference and title of proposal	Potential impact
	<p>characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</p> <ul style="list-style-type: none"> <li>It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<p><b>S2425CES017 – Recycling credits review of assumed growth has allowed for a reduction from what has currently been factored into the medium-term financial plan.</b></p>	<p>Not for profit groups such as charities, churches, schools, Scouts and Girl Guide groups who divert household waste from landfill into recycling or composting can claim recycling credits currently worth £67.93 per tonne.</p> <p>A reduction in the amount of predicted activity to support this scheme has been seen and therefore NCC will not be paying as much for this activity as predicted. This is in line with other behaviour related to recycling which has also seen a reduction.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul>

Reference and title of proposal	Potential impact
	<p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES018 – Increase trade waste charges in recycling centres.</b>	<p>This proposal will increase the amount of money paid to dispose of trade / business waste taken to recycling centres. A system of charging is already in place which saw no increase between 2018 and 2023. This increase reflects an increase in disposal and recycling costs</p>



Reference and title of proposal	Potential impact
	<p>for such materials. The main impact 'group' may be small building / gardening contractors who may in turn pass these costs on to their customers. This may impact more on socio-economically deprived groups which are likely to contain people with disabilities, some ethnic minority groups and older and younger adults and families.</p> <p>There is limited evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reduction in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will lead to increased costs for service users which are business owners and reflect increased costs to the authority in disposing of such waste. There is potential that this increase will be passed on to customers, however this will be entirely at the discretion of the business owner.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES019 – Increased income generated from reuse items sold at recycling centres</b>	<p>Some items taken to recycling centres are of sufficient quality to sell on at purpose-built shops on site. This proposal is based upon an increased level of sales already being seen and an adjusted future sales projection. Items are sold at a price that reflects the fact that they are not new and therefore may represent a more cost-effective option for some.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and</li> </ul>

Reference and title of proposal	Potential impact
	<p>beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</p> <ul style="list-style-type: none"> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users. This is also a discretionary service which people may or may not choose to use. The cost of items will reflect the fact they are not new and may provide a more cost-effective option for some.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable</li> </ul>

Reference and title of proposal	Potential impact
	<p>adjustments to be for service users and employees where appropriate to address disadvantage.</p> <ul style="list-style-type: none"> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<p><b>S2425CES020 – Income generated by selling some of the materials deposited at recycling centres.</b></p>	<p>This proposal recognises that some of the materials left at recycling centres can provide additional income and also reduce the amount being recycling / disposed of. A system is already in place to enable this to happen. The proposal will achieve savings through already recognised systems.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reduction in the quality, standards, or level of support they currently receive.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users unless they wish to purchase relevant materials which are already charged for.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES021 – Pay as you throw annual index price uplift at recycling centres (*will be impacted by proposed new legislation).</b>	<p>This proposal recognises the increase in cost to the authority in disposing of DIY waste which under current legislation it can charge for. Government has announced plans to abolish charges for disposing of limited amounts and types of DIY waste at recycling centres. This applies to small-scale projects carried out by householders on their own home therefore it is likely that this proposal will be a one off until the authority is no longer able to charge.</p>

Reference and title of proposal	Potential impact
	<p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reduction in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will continue existing costs for service users, however due to changes in Government legislation, this will be time limited until changes mean that a charge can no longer be made.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the</li> </ul>

Reference and title of proposal	Potential impact
	<p>Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</p> <ul style="list-style-type: none"> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<p><b>S2425CES022 – Refine existing approach to trade waste recharges to district councils.</b></p>	<p>This proposal will achieve a saving by reviewing existing charges made by NCC for dealing with trade waste that District, City and Borough Councils collect in accordance with legislation. NCC already levy a recharge which relates to the cost of treatment, providing local delivery points and haulage of waste from the local delivery point to the treatment or disposal facility.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence,</li> </ul>

Reference and title of proposal	Potential impact
	<p>compared to disabled people who face less complex and substantial barriers to independence.</p> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will lead to increased costs for service users; however, this will reflect increased costs to NCC because of inflation etc. Charges will remain in line with legislation which allows NCC to charge for elements of the waste disposal / processing process.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d</li> </ul>



Reference and title of proposal	Potential impact
	<p>sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</p>
<p><b>S2425CES023 – Introduce charging to internal and external customers for all aspects of Lead Local Flood Authority's advice</b></p>	<p>This proposal will affect developers seeking advice in relation to proposed developments. It will also affect some developments led by NCC such as highways projects, care home development or recycling centres for example. It will not directly affect residents who may seek information / advice, much of which is available online free of charge.</p> <p>There is no evidence that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will lead to new costs for developers who may in turn reflect this in their onward costs to their customers, however this is not within the control of the authority.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES024 – Cease Transport for Norwich advisory committee meetings to achieve a cost saving by reducing time spent preparing, reviewing, and publishing reports.</b>	<p>The proposal is for the Transport for Norwich Advisory Committee meetings to be stood down, and a new Transport for Norwich Steering Group established to enable transport schemes to still be discussed by Councillors and lead officers within highways. The new group will be managed and serviced by employees in the Highways Team, making it less costly and time consuming to serve.</p> <p>The change of governance for overseeing the delivery of transport in Norwich will see County and District Council councillors and lead officers working together on a Transport for Norwich Steering Group in a way that enables open and frank discussions to be held so that the best possible transport solutions and strategies can be developed. Agendas for the</p>

Reference and title of proposal	Potential impact
	<p>meetings will be agreed jointly so issues that District partners want to discuss can be raised and discussed as appropriate.</p> <p>The County Council will continue to consult on highway schemes in the same way as before and this feedback will be shared with County and District Council members and will be clearly and transparently published as part of any decisions made. Councillors representing areas of Greater Norwich that will be affected by future transport proposals will be invited to attend and fully participate in discussions.</p> <p>This Steering Group approach will bring consistency with governance arrangements elsewhere in Norfolk and provides the opportunity to discuss wider topics around transport and provide a useful platform for views to be shared.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> <li>• There will be no organisational changes to employment structures and no changes to employee terms or conditions. Any changes to employee terms and conditions would be implemented in accordance agreed HR policies impact assessed separately.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance. An EqIA of Organisational Change, Reviews and Restructures has been conducted and impacts on the workforce are monitored corporately.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>

Reference and title of proposal	Potential impact
<p><b>S2425CES025 – Explore with South Norfolk District Council and Broadland District Council on whether their restrictions on roundabout sponsorship can be lifted to generate additional income.</b></p>	<p>This proposal will achieve a saving by generating additional income from an existing scheme. Norfolk County Council works in partnership with Marketing Force to promote sponsorship of roundabouts within the county. In return, the sponsor is allowed advertising in the form signs incorporating the sponsor details placed on the roundabout. The proposal will not see additional fees for such work but will seek to increase the locations where a business can make use of the advertising opportunity that the scheme allows. This will also seek to reduce incidents of information being displayed on roundabouts that do not meet the criteria of the official scheme which may prove distracting to drivers.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will not lead to new or increased costs for service users because existing fees will not be increased. If a business decides to make use of the potential additional opportunity, then this is at their own discretion.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES026 – Reduce cleaning specifications across NCC offices (County Hall, Priory and Havenbridge).</b>	<p>This proposal will achieve a saving by reducing the frequency of cleaning in low-risk areas regarding hygiene (excluding kitchens and toilets). A review of what this would look like and whether the same regime is suitable for each of the buildings specified is yet to be carried out. Therefore, further work will be required to establish the full impact of the proposal once initial scoping work has been completed. There may be an impact upon employees, but this is not currently fully understood.</p> <p>There is limited evidence to indicate that:</p>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users may experience some reduction in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is limited evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> <li>• There may be organisational changes to employment structures but no changes to employee terms or conditions. Any organisational changes will be implemented in accordance agreed HR policies which are impact assessed separately. An EqIA of</li> </ul>

Reference and title of proposal	Potential impact
	<p>Organisational Change, Reviews and Restructures has been conducted and impacts on the workforce are monitored corporately.</p> <ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul> <p>This proposal may require officers to undertake further analysis when developing detailed service design and implementation plans. If it subsequently emerges that an aspect of the proposal may have a more significant detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was possible to predict at the time of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further.</p>
<p><b>S2425CES027 – Reduce grounds maintenance at County Hall.</b></p>	<p>This proposal will achieve a saving by reducing the frequency of grounds maintenance at County Hall. A review of what this would look like in relation to frequency will need to be carried out, including assurance that accessibility of the site will not be compromised. Therefore, further work will be required to establish the full impact of the proposal once initial scoping work has been completed. There may be an impact upon employees, but this is not currently fully understood.</p>



Reference and title of proposal	Potential impact
	<p data-bbox="698 236 1279 268">There is limited evidence to indicate that:</p> <ul data-bbox="745 276 1973 683" style="list-style-type: none"> <li data-bbox="745 276 1973 491">• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li data-bbox="745 499 1973 683">• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p data-bbox="698 722 931 754">This is because:</p> <ul data-bbox="745 762 2007 1319" style="list-style-type: none"> <li data-bbox="745 762 2007 834">• Service users may experience some reduction in the quality, standards, or level of support they currently experience when accessing the site.</li> <li data-bbox="745 842 2007 946">• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li data-bbox="745 954 1778 986">• The proposal will not lead to new or increased costs for service users.</li> <li data-bbox="745 994 2007 1129">• The proposal will be implemented in accordance with the Council’s Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li data-bbox="745 1137 2007 1241">• There is limited evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> <li data-bbox="745 1249 2007 1319">• There may be some organisational changes to employment structures but no changes to employee terms or conditions.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>Any organisational changes will be implemented in accordance agreed HR policies and procedures which are impact assessed separately. An EqIA of Organisational Change, Reviews and Restructures has been conducted and impacts on the workforce are monitored corporately.</li> <li>The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul> <p>This proposal may require officers to undertake further analysis when developing detailed service design and implementation plans. If it subsequently emerges that an aspect of the proposal may have a more significant detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was possible to predict at the time of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further.</p>
<b>S2425CES028</b> – Reduction of expenditure with outsourced provider within Corporate Property service.	<p>The proposal would achieve savings by renegotiating contracts with an existing provider.</p> <p>There is limited evidence to indicate that:</p> <ul style="list-style-type: none"> <li>The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and</li> </ul>

Reference and title of proposal	Potential impact
	<p>people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</p> <ul style="list-style-type: none"> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users may experience some reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is limited evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> <li>• There may be some organisational changes but no changes to employee terms or conditions. Any organisational changes will be implemented in accordance with their terms or conditions and agreed HR policies and procedures which are impact assessed separately. An EqIA of Organisational Change, Reviews and Restructures has been conducted and impacts on the workforce are monitored corporately.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul> <p>This proposal may require officers to undertake further analysis when developing detailed service design and implementation plans. If it subsequently emerges that an aspect of the proposal may have a more significant detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was possible to predict at the time of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further.</p>
<b>S2425CES030 – Relocation of Havenbridge House employees and functions to former Great Yarmouth library. This will occur in 25/26, 24/25 will be covered through one-off sources.</b>	<p>This proposal will realise savings by moving employees and functions into a new purpose-built space achieved by modifying the existing library space and no longer renting existing office space. This will provide opportunities to revisit the needs of those using the space and improve issues such as accessibility. It is also possible that the familiarity of the library location may be positive for service users.</p> <p>The proposal will necessitate some employee and service users having to travel a minimal additional distance (0.3m or 8-minute walk) which should not have a significant impact.</p>

Reference and title of proposal	Potential impact
	<p>There is limited evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• There is limited evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> <li>• There will be no organisational changes to employment structures and no changes to employee terms or conditions. Any changes to conditions or working hours would be implemented in accordance with agreed HR policies and procedures which are impact assessed separately. An EqlA of Organisational Change, Reviews and Restructures has been conducted and impacts on the workforce are monitored corporately.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul> <p>This proposal may require officers to undertake further analysis when developing detailed service design and implementation plans. If it subsequently emerges that an aspect of the proposal may have a more significant detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was possible to predict at the time of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further.</p>
<b>S2425CES031 – Relocation of Norman House employees to Shrublands.</b>	The proposal will bring about a saving by releasing a freehold site for disposal by sale and relocating existing services to a multi-user freehold site, thereby saving site maintenance costs. The move would further support delivery of services from a single location and will

Reference and title of proposal	Potential impact
	<p>therefore be potentially beneficial in relation to accessibility and may also facilitate greater joint working between teams.</p> <p>The proposal may necessitate some employees and service users having to travel additional distance which may mean additional cost. This is likely to impact upon families with young children, disabled parents or children and employees, families from ethnic minority backgrounds, individuals with caring responsibilities, those with limited financial means and people who are reliant upon public transport.</p> <p>There is limited evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal may lead to new or increased costs for service users relating to travel.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is limited evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There will be limited organisational changes to employment structures and no changes to employee terms or conditions. Any organisational changes will be implemented in accordance with agreed HR policies which are impact assessed separately. An EqIA of Organisational Change, Reviews and Restructures has been conducted and impacts on the workforce are monitored corporately.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul> <p>This proposal may require officers to undertake further analysis when developing detailed service design and implementation plans. If it subsequently emerges that an aspect of the proposal may have a more significant detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was possible to predict at the time</p>



Reference and title of proposal	Potential impact
	<p>of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further.</p>
<p><b>S2425CES032 – Rationalisation of Breckland House occupancy in Thetford.</b></p>	<p>This proposal affects a building where customer facing activity is not carried out, however, some employees may be impacted if access requirements are not appropriately addressed. This is likely to impact upon employees through additional travel requirements as well as a change to the office environment necessitating a review of reasonable adjustments already in place and may impact upon those reliant upon public transport.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who identify as intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are as lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is limited evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. It will be important to review access requirements to ensure that reasonable adjustments can be made prior to members of employee relocating.</li> <li>• There will be no organisational changes to employment structures and no changes to employee terms or conditions, but some members of employee may experience higher travel costs.</li> <li>• Any changes to employee conditions or working hours will be implemented in accordance with agreed HR policies and procedures which are impact assessed separately. An EqlA of Organisational Change, Reviews and Restructures has been conducted and impacts on the workforce are monitored corporately.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>

Reference and title of proposal	Potential impact
	<p>This proposal may require officers to undertake further analysis when developing detailed service design and implementation plans. If it subsequently emerges that an aspect of the proposal may have a more significant detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was possible to predict at the time of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further.</p>
<p><b>S2425CES033 – Rationalisation of occupancy at Wymondham Gateway.</b></p>	<p>This proposal does not impact upon a building where NCC currently carries out a customer facing role. The impact will be dependent upon the number and roles of employees and their needs including accessibility and potential additional travel requirements. This is likely to impact upon employees with a disability and those who may be restricted in relation to travel for example due to limited financial means and / or caring responsibilities. It is also likely to impact upon those who are reliant upon public transport.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is limited evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> <li>• There will be no organisational changes to employment structures but may be changes to employee terms or conditions in relation to their work base which may mean an increase in cost for some employees and may impact upon those with caring responsibilities.</li> <li>• Any changes to employee conditions or working hours will be implemented in accordance with agreed HR policies and procedures which are impact assessed separately. An EqIA of Organisational Change, Reviews and Restructures has been conducted and impacts on the workforce are monitored corporately.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul> <p>This proposal may require officers to undertake further analysis when developing detailed service design and implementation plans. If it subsequently emerges that an aspect of the proposal may have a more significant detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was possible to predict at the time of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further.</p>
<b>S2425CES034 – Efficiency improvements to reduce cost codes and processing of invoices and recharges.</b>	<p>This proposal will achieve a saving by making the current system for processing invoices less manually intensive. If taken forward, the proposal will impact upon one vacant FTE.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul>

Reference and title of proposal	Potential impact
	<p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> <li>• There will be some organisational changes to employment structures with the deletion of 1 FTE, however this post will be vacated due to retirement prior to the proposal being implemented.</li> <li>• Any changes to employee conditions or working hours will be implemented in accordance with agreed HR policies and procedures which are impact assessed separately. An EqlA of Organisational Change, Reviews and Restructures has been conducted and impacts on the workforce are monitored corporately.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES035 – Alternative delivery of security / vacant building management.</b>	<p>The proposal will achieve a saving through the review of current arrangements relating to the management of security measures for existing occupied and vacant NCC properties. This will impact upon one vacant FTE. The saving reflects a change in the responsibilities of the role, thereby attracting a lower pay grade.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> <li>• There will be limited organisational changes to employment structures impacting upon 1 vacant FTE which will result in changes to employee terms / conditions in relation to pay grading. However, this will be reflective of reduced responsibility.</li> <li>• Any changes to employee conditions or working hours will be implemented in accordance with agreed HR policies and procedures which are impact assessed separately. An EqIA of Organisational Change, Reviews and Restructures has been conducted and impacts on the workforce are monitored corporately.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d</li> </ul>



Reference and title of proposal	Potential impact
	sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.
<b>S2425CES036 – Increase income generated from County Farms.</b>	<p>This proposal will achieve a saving through adjustment of the income target which has not been changed for the previous 5 years. This is to reflect the current income being achieved and will not mean that tenants are asked to achieve any more in relation to financial targets than they already are.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES038 – Defer Environmental Policy revenue budget uplift to 2024-25. Working closely with Suffolk CC on this important programme to enable efficiencies.</b>	<p>This proposal will achieve a saving by deferring the application of a budget uplift.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example,</li> </ul>

Reference and title of proposal	Potential impact
	<p>disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</p> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>

Reference and title of proposal	Potential impact
<p><b>S2425CES039 – Arts Service – further reduction of the Council's strategic arts grants.</b></p>	<p>The Arts Strategic Fund supports strategic arts activities in the county. This Fund is a recognised invaluable means of enabling partners across the cultural sector to access a wide range of external investment, including public funding such as the National Lottery, Arts Council England (ACE), trusts and foundations. This match-funding is used to support in-year funding applications by cultural partners to funding bodies including Arts Council England. It also enables the wider strategic development and capacity building of the sector and supports collaborative development work across Norfolk and Suffolk with, and on behalf of, the Norfolk and Suffolk Culture Board. Funding supports creative enterprise, cultural leadership development activity, skills programmes, and cultural tourism development.</p> <p>The NCC Arts Project Fund prioritises support to projects and activities that demonstrate significant community impact and benefit, and which most closely fulfil the Council's strategic aims and Arts Policy objectives. The Council has made previously made awards of up to £500 to around 70 projects per year. Funding is awarded based on eligibility criteria for projects This includes projects which demonstrate the wider value and impact of the arts on individuals and communities eg, health and wellbeing, social inclusion, learning and skills, and community cohesion. Arts projects which benefit arts practitioners, and which are accessible to people of all ages and backgrounds. Projects which encourage exploration and awareness of cultural diversity and develop new audiences for the arts.</p> <p>If accepted, this proposal will reduce the budget available for these two arts funds. The main potential for adverse impact is that the proposal may reduce the capacity of smaller arts organisations in Norfolk to deliver targeted initiatives to groups with protected characteristics, including those with complex needs, and outreach work. This has been identified in equality impact assessments undertaken in previous years. Evidence suggests that vulnerable people with protected characteristics, and those with complex needs are at greater risk of social exclusion and isolation, and less likely to participate in the arts than other people.</p>

Reference and title of proposal	Potential impact
	<p>Any associated reduction in outreach work could impact on people in rural areas. Any increase in ticket prices will impact on people on low incomes. Disabled and older people and people from Black, Asian, and other diverse ethnicity minority backgrounds are often in the lowest income groups. Arts organisations in Norfolk have historically played a significant role in delivering outward facing programmes to promote equality, foster positive relationships between different communities in Norfolk and provide educative opportunities.</p> <p>Any potential for disadvantage will be minimised where possible by ensuring the criteria for awards remains focused on meeting the Council's wider strategic priorities and ensuring that activities supporting or benefiting vulnerable and excluded people are prioritised.</p> <p>The Service will continue to mitigate any potential detrimental impact by continuing to identify other ways to promote, celebrate and support diverse and seldom heard communities – through well-established programmes for Black History Month and Norfolk Pride and LGBTQ+ History Month as examples. The service has also successfully attracted increased Arts Council England funding for the next 3 years. Arts Council funding will be focused on supporting and maintaining outreach and engagement with diverse communities, including targeted outreach and support to enable people who are at greater risk of social exclusion and isolation to access the Arts.</p> <p>This proposal is additional to reduction in funding in last year's budget.</p> <p>There is limited evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users may experience some reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will lead to new or increased costs for service users as they may not be able to access funding previously open to them.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d</li> </ul>

Reference and title of proposal	Potential impact
	sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.
<b>S2425CES040 – Further increases in fees income generated by our Planning teams.</b>	<p>This proposal recognises that there may be opportunities to increase the income generated by the planning function.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reduction in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will lead to new or increased costs for some service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES041 – Fundraising and new events income generated by the Norfolk Records Office.</b>	<p>The Norfolk Record Office (NRO) provides a range of services to the public who are seeking documentation (including copies of birth, deaths, and marriage certificates) as well as offering advice, guidance and support for people undertaking research and archival work in Norfolk.</p> <p>This proposal recognises that there is an opportunity to look at fundraising and holding events as a way of maintaining a high-quality and accessible service to all Norfolk residents.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and</li> </ul>



Reference and title of proposal	Potential impact
	<p>beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</p> <ul style="list-style-type: none"> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reduction in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal may lead to new or increased costs for service users; however, this will be discretionary based on whether they wish to engage with fundraising / events.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES044 – Holding of vacant posts and delayed recruitment to generate one-off saving within employee costs.</b>	<p>This proposal recognises that there is an opportunity to pause recruitment to some vacant posts in the current financial year. An EqIA of organisational change reviews and restructures has been undertaken by HR. This identifies where there may be the potential for adverse impact on employees with protected characteristics because of workforce reorganisations and restructures and how these will be monitored and mitigated through the application of the correct HR processes (which are also equality impact assessed separately).</p> <p>There is currently limited evidence to indicate that:</p> <ul style="list-style-type: none"> <li>The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men or women or people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> <li>• There will be no organisational changes to employment structures and no changes to employee terms or conditions.</li> <li>• Any changes to employee conditions or working hours will be implemented in accordance with agreed HR policies and procedures which are impact assessed separately.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d</li> </ul>

Reference and title of proposal	Potential impact
	sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.
<b>S2425CES046 – Reduce employee learning and development budget across the department.</b>	<p>This proposal will achieve a saving through reductions in the L&amp;D budget already being realised. This is due to increased virtual attendance at courses and CPD opportunities (like conferences) which reduces the need for employee travel, as well as increased use of apprenticeships to support work-based training - both professional qualifications, CPD and developmental training are not included.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. Some employees may benefit from this approach as they may be able to attend training that previously would have been inaccessible to them.</li> <li>• There will be no organisational changes to employment structures and no changes to employee terms or conditions.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES047 – One-off reversal of business-as-usual budget growth across the Communities, Information and Learning service.</b>	<p>This proposal means that a budget saving will be achieved for one year by not using the budget growth allocation identified for 2024/25 and using it for 2025/26 instead.</p> <p>There is no evidence to indicate that:</p>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable</li> </ul>

Reference and title of proposal	Potential impact
	<p>adjustments to be for service users and employees where appropriate to address disadvantage.</p> <ul style="list-style-type: none"> <li>It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<p><b>S2425CES048 – One-off streetlighting saving which represents the in-year maintenance cost saving for those lights being replaced.</b></p>	<p>This proposal will achieve a saving through not having to use the maintenance budget for streetlights which are due to be replaced instead for a single year.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>Service users will not experience any reductions in the quality, standards, or level of support they currently receive. Some service users may see an improvement through the introduction of new lighting.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES049 – Increased recharge for Highways Asset &amp; Capital Programme team.</b>	<p>This proposal will achieve savings by increasing the amount of recharge made for the asset and capital programme team, recognising that current recharge levels are insufficient due to cost increases to the service.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and</li> </ul>



Reference and title of proposal	Potential impact
	<p>people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</p> <ul style="list-style-type: none"> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<p><b>S2425CES050</b> – Increased use of Commuted Sums for 3 years which are applied to the Highway's Revenue Maintenance Fund each year to support the maintenance of the highways asset.</p>	<p>'Committed sums' is the term used for the money developers give NCC to maintain the new roads that form part of their development. This proposal reflects the use of this money instead of highways revenue funds.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES052 – Moving Traffic Offences - scheme implementation - Following the government devolving powers, moving traffic offences in Norfolk are now the responsibility of the Council. The scheme will go live this autumn, and following an initial period, the scheme is likely to</b>	<p>This proposal will achieve a saving through the enforcement of moving traffic offences which are subject to UK law. Moving traffic offences are enforced using an Automatic Number Plate Recognition (ANPR) camera and a context camera. These cameras are analysing all vehicles to detect illegal movements such as a right turn ban, if such a move is detected then the ANPR camera identifies the number plate, and the context camera records a clip. This is so that all the evidence around an offence can be reviewed, and action taken. Cameras are only activated when an offence is detected and do not record all the time. There are several restrictions that can be enforced including banned turns, pedestrian zones, bus lanes and yellow box markings. A list of offences along with relevant signs and locations are available on the NCC website.</p>

Reference and title of proposal	Potential impact
<p><b>generate a small income from 24/25. This also includes bus lane enforcement transferred from the City Council in 2023.</b></p>	<p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reduction in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users. However, this is a legally enforceable scheme which attracts financial fines and therefore only those individuals who require enforcement because of a moving traffic offence will be fined.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• Similar proposals have been successfully implemented elsewhere in the UK and represent a legal duty of the local authority to enforce traffic management. The Police retain responsibility in this area as well.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<p><b>S2425CES053 – Moving Traffic Offences - scheme expansion - Following the government devolving powers, moving traffic offences in Norfolk are now the responsibility of the Council. The scheme will go live in autumn 2023, and there is the option of adding more sites for enforcement in 24/25 and then in subsequent years. This represents the projected income from this scheme.</b></p>	<p>This proposal will achieve a saving through the enforcement of moving traffic offences which are subject to UK law. The proposal will seek to explore additional sites where moving traffic offences may occur and put in place Automatic Number Plate Recognition (ANPR) camera and a context camera as appropriate.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence,</li> </ul>

Reference and title of proposal	Potential impact
	<p>compared to disabled people who face less complex and substantial barriers to independence.</p> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reduction in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users. However, this is a legally enforceable scheme which attracts financial fines and therefore only those individuals who require enforcement because of a moving traffic offence will be fined.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK and represent a legal duty of the local authority to enforce traffic management. The Police retain responsibility in this area as well.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d</li> </ul>

Reference and title of proposal	Potential impact
	sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.
<b>S2425CES054 – A series of new on-street electric vehicle charging points will go live in Norwich in 23/24. This contract has an income revenue share with the Council.</b>	<p>This proposal will generate additional income as a result of the installation of on-street ERV charging points which will be available to members of the public to charge their vehicles at a cost if they wish to use them.</p> <p>Concern has been raised by some disability groups that these points may present a safety hazard in the form of a physical obstacle, particularly for people with physical and sensory disabilities. The concern highlights not only the chargers but also the cables and the potential for users to be inconsiderate in relation to leaving cables on the pavement which may be difficult for disabled people to negotiate. Work has been carried out between Norfolk County Council and the supplier Blink to seek a solution for the issues raised. It is likely that this will need to continue if the proposal goes ahead into the installation and delivery phase of the project.</p> <p>There is limited evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul>

Reference and title of proposal	Potential impact
	<p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive. Noting that this is a new service that will use existing infrastructure in the form of pavements.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users as this is a new service, the use of which will be at the discretion of the user.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>



Reference and title of proposal	Potential impact
	<p>This proposal may require officers to undertake further analysis when developing detailed service design and implementation plans. If it subsequently emerges that an aspect of the proposal may have a more significant detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was possible to predict at the time of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further.</p>
<p><b>S2425CES055 – The Council's premium for its annual insurance policy within Highways has recently reduced. This figure represents the current annual saving.</b></p>	<p>This proposal represents a saving on the annual insurance policy premium.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There will be no organisational changes to employment structures and no changes to employee terms or conditions.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES056 – Civil Parking Enforcement - Further increased income and reprofiling as more on-street parking schemes are rolled out</b>	<p>This proposal continues the roll out of new on-street parking schemes to solve historical parking issues across different locations in Norfolk, with tailored options to meet the needs of each community. The purpose is to provide an effective on-street parking service in these locations and manage the Council's assets in a cost-effective way, while still ensuring that local people's parking needs are met. This assessment recognises that car parking charges can influence residents and visitors home, school, work, and travel choices and promote sustainable transport choices. We are aware, from feedback received to date that some residents will be strongly supportive of the proposal on the basis that this approach should</p>

Reference and title of proposal	Potential impact
	<p>discourage non-residential (tourist or business parking in residential areas enabling more people to park closer to their homes).</p> <p>It is understood that any increased or new parking charges would potentially have a more significant impact on lower income households and particularly on those who rely on using their own vehicles for work (including delivery drivers and tradespeople who may be on zero-hour contracts). There is some evidence nationally to suggest that there are likely to be a disproportionate number of people from diverse ethnic backgrounds in this type of work. There may also be a greater impact on disabled people on lower incomes who rely on a Motability vehicle to travel independently, however it should be considered that this group will also be in receipt of the higher rate PIP mobility payment which may offset some impact.</p> <p>It is recognised that all Blue Badge holders will continue to be able to park free of charge at some Pay and Display sites and in some marked residential and business areas (with statutory limitations) and that disabled and older people (and some eligible carers) will continue to be able to access free off-peak bus transportation across Norfolk. Nothing in this proposal will impede the concessions they are entitled to currently and therefore this would mitigate the impact of any changes on disabled and older people. Full time students aged 5-19 (including those studying at City College Norwich) can also access discounted fares for unlimited travel on First Buses.</p> <p>There is limited evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence,</li> </ul>

Reference and title of proposal	Potential impact
	<p>compared to disabled people who face less complex and substantial barriers to independence.</p> <p>It should also be considered that:</p> <ul style="list-style-type: none"> <li>• For these proposals to take effect an existing Traffic Regulation Order will need to be amended and this proposal will follow a formal inclusive consultation process, as a result, which will ensure that people with diverse protected characteristics can give feedback.</li> <li>• The Council will communicate with those residents likely to be affected as early as possible because the proposal may lead to increased costs for some Norfolk residents, thus enabling them to prepare in advance and give their views.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d</li> </ul>

Reference and title of proposal	Potential impact
	<p>sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</p> <p>This proposal will require a further assessment to be undertaken to consider feedback from people with protected characteristics and inform the detailed implementation plans. If it emerges that an aspect of the proposal may have a detrimental or disproportionate impact on people with protected characteristics or in rural areas that it was not possible to predict at the time of conducting this assessment, this will be reported formally, to enable next steps to be agreed before proceeding further.</p>
<p><b>S2425CES057 – One-off use of Highways and Transport reserves</b></p>	<p>If this proposal goes ahead, it will mean releasing funds from the reserves to alleviate budget pressures as a one-off.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There will be no organisational changes to employment structures and no changes to employee terms or conditions.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES058 – One-off use of Waste resources</b>	<p>If this proposal goes ahead, it will mean releasing funds from the reserves to alleviate budget pressures as a one-off.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people</li> </ul>

Reference and title of proposal	Potential impact
	<p>who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</p> <ul style="list-style-type: none"> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council’s Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There will be no organisational changes as a result of this proposal</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable</li> </ul>

Reference and title of proposal	Potential impact
	<p>adjustments to be for service users and employees where appropriate to address disadvantage.</p> <ul style="list-style-type: none"> <li>It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<p><b>S2425CES062 – Increased income to the Council from road closure applications</b></p>	<p>This proposal will achieve a saving by recognising that increased income is already being achieved through road closure applications.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> </ul>



Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES064 – Planning - additional fee income from reviewing the approach to planning applications and internal development work</b>	<p>This proposal recognises that there may be opportunities to increase the income generated by the planning function in relation to NCC's own development activities. External customers and private individuals should not see an increase in cost for services to them through this proposal.</p> <p>There is no evidence to indicate that:</p>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reduction in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will lead to new or increased costs for some service users however this will only apply to NCC's own development activities.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected</li> </ul>

Reference and title of proposal	Potential impact
	<p>characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</p> <ul style="list-style-type: none"> <li>It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<p><b>S2425CES067 – Increase fees charged to developers for Section 38 road adoption agreements.</b></p>	<p>Section 38 of the Highways Act 1980 is used when a developer wants to construct a new estate road for industrial, residential, or general traffic that may be offered to the highway's authority for adoption as public highway. This can also include any associated infrastructure such as drainage, lighting and supporting structures. Adoption of public highway is where the highways authority agrees to undertake the maintenance of a road from an agreed date at the public expense. The highways authority will require that any such roads are built to a required standard.</p> <p>The agreement will provide for any fees associated with the agreement to be paid by the developer. This may include fees for producing the agreement, any inspection fees, ongoing maintenance, and any costs associated with checking designs. The agreement may also require for a bond from the developer to cover the highways authority against any possibility that the developer fails to carry out the works or fails to carry the works out to the required standard for adoption or fails to maintain them during the agreed initial maintenance period (often 1 year). The highways authority can then use the bond to remedy any breach by the developer. This proposal would realise additional funds through this process.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and</li> </ul>

Reference and title of proposal	Potential impact
	<p>people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</p> <ul style="list-style-type: none"> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reduction in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users. The proposal reflects an increase in development allowing for additional income to be realised.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable</li> </ul>

Reference and title of proposal	Potential impact
	<p>adjustments to be for service users and employees where appropriate to address disadvantage.</p> <ul style="list-style-type: none"> <li>It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>

### Proposals published January 2024

Reference and title of proposal	Potential Impact
<b>S1819CES043 - Income generation – Norfolk Museums Service</b>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the budget saving previously agreed has been completed and due regard was paid to the equality impact assessment published previously.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p>
<b>S2021CES001 - Additional efficiencies in staffing and operations to progress the Adult Learning service towards its goal of being cost neutral</b> <i>[Reversal of saving]</i>	<p>It is being included in this list to acknowledge that the budget saving previously agreed has been reversed and due regard was paid to the equality impact assessment published at the time.</p>

Reference and title of proposal	Potential Impact
<b>S2021CES017 - Reviewing the operation of Museum catering facilities to make them more commercial.</b>	<p>It is being included in this list to acknowledge that the budget saving previously agreed has been completed and due regard was paid to the equality impact assessment published at the time.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p>
<b>S2324CES110 - Strategic salt storage facility at Ketteringham Depot</b>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been completed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<b>S2324CES114 - Roll out of on street parking charges.</b>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been completed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<b>S2324CES123 - One-off usage of CES Reserves</b>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p>

Reference and title of proposal	Potential Impact
	<p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been reversed. Due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<b>S2324CES124 [SR] - Restructure of the Museums Service</b>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been reversed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<b>S2324CES127 - Review of Highways and Waste budgets: Reviewing service levels, budget requirements and demand, contract efficiencies, capitalisation and deletion of vacant posts.</b>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the one-off budget saving agreed in 2023/2024 has been reversed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p>

Reference and title of proposal	Potential Impact
	<p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<p><b>S2324CES129 [SR] - One-off saving from Trading Standards employee budget</b></p>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the one-off budget saving agreed in 2023/2024 has been reversed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<p><b>S2324CES130 - Armed forces covenant - reduce funding contribution for one year.</b></p>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the one-off budget saving agreed in 2023/2024 has been reversed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<p><b>S2324CES133 - Vehicle replacement fund</b></p>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the one-off budget saving agreed in 2023/2024 has been reversed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p>



Reference and title of proposal	Potential Impact
	<p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<p><b>S2324CES135 - Joined-up approach to Prevention and Protection / Trading Standards activities.</b></p>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been completed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<p><b>S2324CES136 - Fire and Rescue Service efficiencies</b></p>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the one-off budget saving agreed in 2023/2024 has been reversed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<p><b>S2324CES141 - Recycling Centres: Mayton Wood</b></p>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p>

Reference and title of proposal	Potential Impact
<b>relocation to Norwich North HWRC site</b>	<p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been completed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<b>S2324CES144 - Streetlighting - further dim all lights with a CMS (central management system) which are usually the main road streetlights - lights would come on @ 75%, dim to 50% from 8pm</b>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been completed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<b>S2324CES145 [SR] - Strategic Review – Opportunity A and B</b>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been completed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<b>S2324CES147 - One-off application of CES reserves to support core budget.</b>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p>

Reference and title of proposal	Potential Impact
	<p>It is being included in this list to acknowledge that the one-off budget saving agreed in 2023/2024 has been reversed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<b>S2324FCS021 - Further income from commercialisation of property assets including County Hall</b>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been reversed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<b>S2425CES094 - Business rates reduction in Museums</b>	<p>This proposal relates a reduction in the business rates for the Museums, which are in the Council's control, and an associated saving. This proposal has no direct impact on front line services or on the workforce.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence,</li> </ul>

Reference and title of proposal	Potential Impact
	<p>compared to disabled people who face less complex and substantial barriers to independence.</p> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive because of this proposal.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> <li>• There will be no organisational changes as a result of this proposal.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<p><b>S2425CES095 - Recycling centres: Reduction of opening hours at some Recycling Centres to deliver a more consistent approach, in line with neighbouring authorities.</b></p>	<p>Because this proposal must may require consultation it is not possible to complete the equality impact assessment at this time. Please see the main body of the report for further information "Proposed budget for 2024/25 - Equality impact assessment report"</p>

Reference and title of proposal	Potential Impact
<b>S2425CES070 - Freeze currently vacant natural history post whilst other funding sources are being explored.</b>	<p>This proposal recognises that there is an opportunity to freeze recruitment on a vacant post whilst other funding options are explored. A EqlA of Organisational Change, Reviews and Restructures has been undertaken by HR. This identifies where there may be the potential for adverse impact on employee with protected characteristics because of workforce reorganisations and restructures and how these will be monitored and mitigated through the application of the correct HR processes (which are also equality impact assessed separately).</p> <p>There is currently no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men or women or people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> </ul>

Reference and title of proposal	Potential Impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is limited evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. The change relates to the deletion of a post which is already vacant as a result it is no longer required.</li> <li>• Any organisational changes or changes to employee terms and conditions will be undertaken in accordance with HR policies which are impact assessed separately. employee will continue to be consulted with in accordance with the Council's legal and contractual obligations, and employee will continue to be kept apprised of developments which may directly or indirectly impact on them by senior managers.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<b>S2425CES071 - Increased income generation from</b>	This proposal recognises the potential for raising additional income through the existing calibration service run by Trading Standards from Hethel Engineering. The service is open to

Reference and title of proposal	Potential Impact
<b>Calibration Services, within Trading Standards</b>	<p>both public and private companies and offers a range of services including UKAS accredited calibrations of weights and weighing instruments (scales or balances) and a variety of ISO9001 certified calibration and testing services. There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal may lead to new or increased costs for service users, but service users are also able to use alternative services if they so wish.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> </ul>

Reference and title of proposal	Potential Impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<b>S2425CES073 - One-off use of Community Information and Learning reserves.</b>	<p>If this proposal goes ahead, it will mean releasing funds from the reserves to alleviate budget pressures as a one-off. There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council’s Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the</li> </ul>



Reference and title of proposal	Potential Impact
	<p>Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</p> <ul style="list-style-type: none"> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> <li>• There will be no organisational changes as a result of this proposal.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<p><b>S2425CES074 - Reduce attendance at national training conferences with Norfolk Fire and Rescue Services.</b></p>	<p>If this proposal goes ahead, it will mean reducing expenditure in relation to national training conferences attended by NFRS employees. This proposal recognises that NFRS employees will still have the opportunity to attend training in-house or join events online events to achieve savings. This proposal should not impact on operational personnels' maintenance of competencies as NFRS will continue to ensure that all employees have fair opportunities to attend relevant required training and conferences as deemed necessary for the service.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p>

Reference and title of proposal	Potential Impact
	<ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There will be no organisational changes to employment structures and no changes to employee terms or conditions.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>

Reference and title of proposal	Potential Impact
<b>S2425CES075 - One-off use of Culture and Heritage reserves</b>	<p>If this proposal goes ahead, it will mean releasing funds from the reserves to alleviate budget pressures as a one-off. There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> <li>• There will be no organisational changes as a result of this proposal.</li> </ul>

Reference and title of proposal	Potential Impact
<b>S2425CES076 - One-off use of Corporate Property Team reserves (Wind turbines and Farms)</b>	<ul style="list-style-type: none"> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul> <p>If this proposal goes ahead, it will mean releasing funds from the reserves to alleviate budget pressures as a one-off. There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> </ul>

Reference and title of proposal	Potential Impact
	<ul style="list-style-type: none"> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> <li>• There will be no organisational changes to employment structures and no changes to employee terms or conditions.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<b>S2425CES079 - Recharge Long Stratton Bypass procurement effort in 2023/24 and use resulting revenue underspend towards 2024/25</b>	<p>This proposal represents a change in accounting recharging/capitalising the procurement resource that supported the project. There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> </ul>

Reference and title of proposal	Potential Impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<b>S2425CES080 - Recharge West Winch Housing Access Road procurement effort in 2023/24 and 2024/25</b>	<p>This proposal represents a change in accounting recharging/capitalising the procurement resource that supported the project. There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> </ul>

Reference and title of proposal	Potential Impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<b>S2425CES083 - Norfolk Record Office - Expansion of the limited Friday opening arrangements to a Thursday and pre-booking of seats on Tuesday and Wednesday to manage demand when a full service is available; a reduction in Accessions: Pre-booking of accessions with appointments only available for 3 days a week; a reduction in the amount of Collection management work by around 25% and launch of new paid services to increase income generation</b>	<p>Because this proposal may require consultation it is not possible to complete the equality impact assessment at this time. Please see the main body of the report for further information "Proposed budget for 2024/25 - Equality impact assessment report"</p>
<b>S2425CES085 - NFRS efficiencies review</b>	<p>If this proposal goes ahead, it will mean realising a number of efficiency savings achieved through a variety of activities including a review of the property portfolio. There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority</li> </ul>

Reference and title of proposal	Potential Impact
	<p>groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</p> <ul style="list-style-type: none"> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council’s Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There will be no organisational changes as a result of this proposal.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<b>S2425CES086 - Increase fees and charges within Highways services</b>	<p>The ongoing review of fees and charges has identified that some existing Highways, Transport and Waste service fees in Norfolk could be increased. The proposal also recognises that there may also be opportunities for the Council to generate revenue for reinvestment by introducing new fees – particularly to businesses and developers where</p>



Reference and title of proposal	Potential Impact
	<p>they wish to use the highways for their purposes – for example for permits for skips and scaffolding.</p> <p>This proposal, if accepted would enable the Council to generate more income, primarily from businesses and developers, for re-investment in the service, and to cover enforcement costs. Fees and charges would be based on agreed set criteria with some statutory exemptions. Rates will be tested for affordability, and all fees and charges will be published and reviewed annually in accordance with the schedules. Where necessary, a consultation will be carried out on proposed increased fees, in accordance with the Council's legal obligations.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> </ul>

Reference and title of proposal	Potential Impact
	<ul style="list-style-type: none"> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will lead to new or increased costs for service users, but these will be applied to all service users and will primarily impact businesses and developers rather than individual members of the public. The benefits generated in terms of additional revenue for reinvestment must be considered against the impacts.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul> <p>This proposal may require employees to undertake further analysis when developing detailed service design and implementation plans. If it subsequently emerges that an aspect of the proposal may have a more significant detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was possible to</p>

Reference and title of proposal	Potential Impact
	<p>predict at the time of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further.</p>
<p><b>S2425CES087 - Switching off 2% of streetlights asset.</b></p>	<p>Because this proposal may require consultation it is not possible to complete the equality impact assessment at this time. Please see the main body of the report for further information "Proposed budget for 2024/25 - Equality impact assessment report"</p>
<p><b>S2425CES089 - Review financial options for Postwick Park &amp; Ride and if a financial subsidy is still required consider closure</b></p>	<p>Postwick Park and Ride re-opened in September 2023 on a 4-month trial basis. The site had remained closed since the start of the pandemic. Although at the time of re-opening numbers of service users across all park &amp; ride sites had not returned to pre-pandemic level (down by approx 50%) the site was opened on a trial basis to see what the demand was like (currently passenger levels are at about 40% of its pre-covid levels).</p> <p>The site serves those living in villages to the east like Brundall, Blofield, Lingwood and Acle and serves the village of Postwick which has no other local bus service.</p> <p>If the site is unable to achieve sufficient income, then NCC must subsidise its running, although keeping the site open without a service also incurs costs for business rates, albeit at a lower level. A consultation was held on the use of P&amp;R in December 2023. The outcome of this consultation will be used to provide further context to this proposal.</p> <p>P&amp;R sites in general provide an alternative to parking within the city. This not only helps to alleviate traffic congestion and emissions but may provide people with a more cost-effective way of accessing the city without the need to pay for parking which may also be limited. Travelling habits have changed since the pandemic as more people now work from home. As a result, the key market for P&amp;R has shifted to shopping and leisure journeys. Being able to access work is still an important consideration, particularly for people working in retail and leisure.</p> <p>It may be considered unlikely that the closure will generally impact more significantly on people who share protected characteristics or on a group of people with a particular</p>

Reference and title of proposal	Potential Impact
	<p>protected characteristic rather than people who do not share these characteristics. However, people in some rural locations close to the Postwick Park &amp; Ride may experience a greater impact and may share one or more protected characteristics so may feel a more significant impact as a result of these combined factors. For example, older or disabled people living in Postwick will have more limited access to the city as a result.</p> <p>Alternative P&amp;R sites exist but may not be as convenient to access, thereby causing potential increased costs as people will have to drive further. However, as access to P&amp;R requires a vehicle (for a majority of passengers) this may not impact as significantly on people with limited income as ceasing other forms of public transport. Depending upon what alternatives exist the Postwick Park &amp; Ride may prove a cheaper and more convenient option for some.</p> <p>There is some evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are as lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users may experience some reductions in the quality, standards, or level of support they currently receive.</li> </ul>

Reference and title of proposal	Potential Impact
	<ul style="list-style-type: none"> <li>• No changes are proposed to eligibility criteria for services, so people may continue to receive support relevant to their need however they may need to travel further and at greater cost to access the service.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul> <p>This proposal will require officers to undertake further analysis when developing detailed service design and implementation plans. If it subsequently emerges that an aspect of the proposal may have a more significant detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was possible to predict at the time of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further.</p>

Reference and title of proposal	Potential Impact
<b>S2425CES090 - Review and reduce property portfolio.</b>	<p>This proposal recognises that NCC property owned or used to conduct Council business, house the workforce, and deliver services, represents a financial burden as well as an asset. Therefore, identifying efficiencies as well as creating accessible, inclusive and energy efficient locations must be a priority.</p> <p>There is evidence to show that the way in which people are choosing to access work and services has changed in recent years - including through digital solutions. These solutions are covered in depth within the Digital Inclusion Strategy which also identifies barriers for service users (including those with disabilities) and mitigating actions. This continues to change and reduce demand on the estate. This takes account the impact of hybrid working which allows employees and service users greater flexibility.</p> <p>Increasing need to ensure energy efficiency to reduce NCC's overall carbon footprint not only impacts upon the physical buildings but also the way in which the estate caters for service users and employees. As an example, reducing the length and amount of car journeys used to access offices by offering alternative digital solutions, means that fewer offices are required. It is also important to consider that due to the age of some buildings, ensuring energy efficiency and good access for disabled service users is substantially more difficult and expensive.</p> <p>As part of the review of the property portfolio, opportunities to improve accessibility and provide facilities that cater to modern needs may be realised, ensuring that buildings where services are delivered and where employees work are fit for purpose. Taking these factors into account, there is not currently evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who identify as intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions</li> </ul>

Reference and title of proposal	Potential Impact
	<p>and beliefs; people who are as lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</p> <ul style="list-style-type: none"> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>However:</p> <ul style="list-style-type: none"> <li>• Service users could experience reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so, however they may need to access services in different ways in future.</li> <li>• The proposal may lead to new or increased indirect costs for service users if they have to travel further to access services, however providing alternative digital solutions or ways of accessing services will continue to be a priority for the Council.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is limited evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. Some employees, including those with disabilities may be expected to have a work-base in a different location, however there should be no organisational changes to employment structures and no changes to employee terms or conditions</li> </ul>

Reference and title of proposal	Potential Impact
	<p>as a result of this proposal. Most employees will continue to benefit from hybrid or flexible working solutions.</p> <ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> <li>• Similar proposals have been successfully implicated elsewhere in the UK.</li> </ul> <p>This proposal will require officers to undertake further analysis when developing detailed service design and implementation plans. Access audits of properties in scope for review will be required. If it subsequently emerges that an aspect of the proposal may have a more significant detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was possible to predict at the time of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further.</p>
<b>S2425CES091 - Introduce a booking system for Recycling Centres</b>	<p>This proposal would see the introduction of a booking system to access recycling centres. This would not change the types of materials that can be disposed or any associated costs for recycling. It is understood this proposal would help to reduce queuing time for members of the public and improve access to the centres at times of high demand. The proposal may also reduce traffic build up which can be a nuisance and cause hazards. The system would</p>



Reference and title of proposal	Potential Impact
	<p>also allow managers to plan ahead to meet demand and ensure staffing levels are appropriate taking account of different centre opening times and peak demands.</p> <p>However, the proposal may impact negatively on some people with protected characteristics including older people, disabled people (including Blind and partially sighted people), people from some ethnic minority people including people whose first language is not English and some people on a low income or who have low literacy levels.</p> <p>This is because if the booking system is only available on-line this may prevent someone from accessing the system because they have limited or no access to laptops, tablets, mobile phones, or wifi/broadband, or because they do not have sufficient digital literacy to operate the system.</p> <p>As mitigation, the system must be fully accessible and compliant with all web accessibility requirements and be able to work with a range of assistive technology. An alternative to online booking should also be provided.</p> <p>Some service users, including those with protected characteristics, will welcome the introduction of a booking system, as it will enable them to plan their visit, they may encounter fewer people and they will be more assured of support from those working at the site when they arrive, especially if they are able to highlight any access needs at the time of booking. They may also benefit from not having to queue, thereby saving time which may be important if someone is a carer and has limited time that they can be absent from home.</p> <p>Taking these factors into account, it should be considered that the:</p> <ul style="list-style-type: none"> <li>• The proposal could have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who identify as intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions</li> </ul>

Reference and title of proposal	Potential Impact
	<p>and beliefs; people who are as lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</p> <ul style="list-style-type: none"> <li>• The proposal could more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>However:</p> <ul style="list-style-type: none"> <li>• Some service users may experience some reductions in the quality, standards, or level of support they currently receive – this is dependent on whether they will be able to access and use the booking system introduced.</li> <li>• The Council must ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users where appropriate to address disadvantage. It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology.</li> <li>• no changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal should not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employee without these characteristics.</li> </ul>

Reference and title of proposal	Potential Impact
	<ul style="list-style-type: none"> <li>• There will be no organisational changes as a result of this proposal.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK, for example, a booking system is operated by Suffolk County Council for their recycling centres.</li> </ul> <p>This proposal will require officers to undertake further analysis when developing detailed service design and implementation plans and take account of recommendations within the Digital Inclusion Strategy and government requirements. If it subsequently emerges that an aspect of the proposal may have a more significant detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was possible to predict at the time of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further.</p>
<b>S2425CES092 - Deletion of vacant posts across CES to achieve savings across the department.</b>	<p>This proposal recognises that there may be further opportunities to delete or reduce vacant posts and achieve savings. This is on the basis that the vacant posts in their current form are no longer required because duties and responsibilities have changed, or other efficiencies have been achieved.</p> <p>A full equality impact assessment of Organisational Change, Reviews and Restructures has been undertaken by HR. This identifies where there may be the potential for adverse impact on employees with protected characteristics because of workforce reorganisations and restructures and how these will be monitored and mitigated through the application of the correct HR processes (which are also equality impact assessed separately).</p> <p>There is currently not evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men or women or</li> </ul>

Reference and title of proposal	Potential Impact
	<p>people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</p> <ul style="list-style-type: none"> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is currently no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. The changes will relate to the deletion of posts which are already vacant as a result they are no longer required. Any organisational changes will be undertaken in accordance with HR policies which are impact assessed</li> </ul>

Reference and title of proposal	Potential Impact
	<p>separately and employee will continue to be kept apprised of organisational developments which may directly or indirectly impact on them by their managers.</p> <ul style="list-style-type: none"> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> </ul>
<p><b>S2425CES097 - Reprocure P&amp;R operation contract during 24/25 and review income opportunities with aim to achieve zero subsidy position (to be funded by CES reserves in 24/25)</b></p>	<p>This proposal recognises that there may be opportunities to reduce the amount of subsidy paid for P&amp;R operation, ideally to zero, through the re-procurement exercise. There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul>

Reference and title of proposal	Potential Impact
	<p data-bbox="696 233 931 264">This is because:</p> <ul data-bbox="748 312 2007 951" style="list-style-type: none"> <li data-bbox="748 312 2007 424">• Service users may experience some reductions in the quality, standards, or level of support they currently receive if in achieving the zero subsidy, contractor(s) make changes to the service such as reducing frequency or increasing costs.</li> <li data-bbox="748 424 2007 536">• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service should continue to do so.</li> <li data-bbox="748 536 2007 679">• The proposal may lead to new or increased costs for service users if contractor(s) have to increase their charges to meet the demands of the contract – but these will apply to all service users, regardless of a protected characteristic – and fares and fees are regularly reviewed for affordability taking account of inflationary rates</li> <li data-bbox="748 679 2007 823">• The proposal will be implemented in accordance with the Council’s Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li data-bbox="748 823 2007 903">• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li data-bbox="748 903 2007 951">• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul> <p data-bbox="696 983 2007 1206">This proposal may require officers to undertake further analysis when developing detailed service design and implementation plans. If it subsequently emerges that an aspect of the proposal may have a more significant detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was possible to predict at the time of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further.</p>

## APPENDIX 4 - Financial Services (including Finance gross), Strategy & Transformation, Chief Executives Department – Budget proposals 2024-2025

### Finance (gross) Budget Proposal

Reference and title of proposal	Potential impact
<b>The Council consulted on a proposed total increase of 4.99 per cent to council tax in 2024-2025 - 2.99 per cent for general council tax and 2 per cent for the adult social care precept.</b>	<p>This proposal supports current budget planning and is in line with the anticipated level of funding received from Government. Final decisions about the level of council tax will be made by the Council in February 2024 and should take account of this assessment. Each organisation that provides services in the area sets their own proportion of the council tax bill. These are:</p> <ul style="list-style-type: none"> <li>• Norfolk County Council</li> <li>• The District / Borough council</li> <li>• The Parish council (if there is one)</li> <li>• Norfolk Police</li> </ul> <p>Most of the money that people pay as part of the Council's share of council tax helps fund the costs of all the services provided by the Council and is not linked to specific services.</p> <p><b>The adult social care precept</b></p> <p>In 2015, the Government delegated responsibility to Councils to raise council tax to help pay for adult social care services – this is the adult social care precept. The money raised from the precept is ringfenced which means that the Council can only spend it on adult social care.</p>

Reference and title of proposal	Potential impact
	<p data-bbox="696 236 2011 486">Government expects the Council to raise sufficient funds to cover Norfolk’s adult social care costs via the precept. This funding must enable the Council to meet the needs of the increasing numbers of adult social care users, many of whom are older, disabled and extremely vulnerable. Meeting the continuing high level of demand is a priority as any reduction in support has the potential to have a substantial detrimental impact on people with one or more protected characteristics, as well as a detrimental impact on other local services.</p> <p data-bbox="696 539 2011 718">Adult social care supports older people, disabled people, and people with mental health issues to stay safe in their own homes and live independently. Where this is not possible, the service supports people in residential care, with the expectation that people pay what they can in accordance with national set criteria. In 2023-24 the Council’s gross budget, the money needed to pay for adult social care is £595m.</p> <p data-bbox="696 758 2011 794"><b>Who is affected by the proposed increase in council tax and adult social care precept</b></p> <p data-bbox="696 834 2011 938">The proposed increase in council tax will impact on all residents eligible to pay council tax, including people who share one or more protected characteristics and those living in rural areas.</p> <p data-bbox="696 978 2011 1015"><b>Concessions for people eligible for support, reductions, or exemption</b></p> <p data-bbox="696 1054 2011 1158">Whilst the impact of a council tax increase would affect almost all households, concessions are in place that mean that people who are older, live on their own, or who have a disability may be eligible for council tax reductions, or exemption.</p>



Reference and title of proposal	Potential impact
	<p>The table at <b>Annex A</b> presents the proportion of people subject to some reduction in each district. Demographic factors and variations in council tax reduction schemes will mean that the proportion of people exempt or receiving a reduction in each of Norfolk's districts differs. In addition to these exemptions, district councils are responsible for local arrangements to provide help with council tax. Local council tax support schemes are in place to support vulnerable working age and retired people, although these schemes will also be under review by district councils as part of budget setting.</p> <p>A range of factors may enable a household to qualify for discounts or exemptions. These include:</p> <ul style="list-style-type: none"> <li>• Someone's disability status, entitlement to certain benefits and presence of accessible features in their home.</li> <li>• If someone is a carer who, for at least 35 hours a week, is looking after someone in the same household (not including a spouse or child) who is entitled to certain benefits.</li> <li>• Households which consist only of students; and</li> <li>• Properties which are unoccupied for various reasons including residence in care provision.</li> </ul> <p>Whilst the local schemes are at the discretion of each district, and so cannot be collated simply, the number of equivalent dwellings receiving this kind of support for working aged people in Norfolk last year was 23,163, and for older people was 18,282.</p> <p>District councils also have powers to reduce the amount of council tax payable for certain classes of dwelling including empty properties and properties undergoing major structural work, with legislation prescribing the level of discount the district council can offer. An increase in council tax could have a reduced impact on properties within these categories,</p>

Reference and title of proposal	Potential impact
	<p>depending on the scheme adopted locally. These discounts are time limited except in the case of second homes.</p> <p>A council tax premium may be charged on certain empty properties if they have been vacant for a period of more than two years. An increase in council tax may therefore have a greater impact on these properties.</p> <p>In October 2023 there were <b>430,386</b> council tax ‘chargeable dwellings’ in Norfolk. Any County Council increase in council tax would be applied equally and proportionally to each household, meaning that higher-banded properties would pay a higher cash amount.</p> <p>In considering any increase in council tax, it is important to take other social factors into account, such as the rising costs of living and financial support available from Government to mitigate hardship.</p> <p><b>Social factors to consider</b></p> <p>Any decisions with respect to increasing Council Tax should take into consideration:</p> <ul style="list-style-type: none"> <li>• The Consumer Prices Index (CPI) rose by 4.6% in the 12 months to October 2023 (down from 6.7% in September 2023). The main drivers of the annual inflation rate are from housing and household goods and services. Food costs saw their first overall price-fall since 2021 in October 2023.</li> <li>• The Office for Budget Responsibility forecast in March 2023 that real household disposable income per person, a measure of living standards, would have fallen by a cumulative 5.7% over 2022/23 and 2023/24. This is the largest predicted two-year fall since records began in 1956/57. This is mainly due to rising energy prices and prices of other goods the UK imports.</li> </ul>

Reference and title of proposal	Potential impact
	<p>A report published by the JRF published in October 2023 “Destitution in the UK” identified.</p> <ul style="list-style-type: none"> <li>• Approximately 3.8 million people experienced destitution<sup>1</sup> in 2022 including around one million children.</li> <li>• UK nationals accounted for almost three-quarters (72%) of those identified as living in destitution but people who have migrated to the UK were over-represented among those experiencing destitution.</li> <li>• The rate of destitution amongst black African, black Caribbean and black British households was three times their population share.</li> <li>• Almost two-thirds (62%) of destitute survey respondents reported having a chronic health problem or disability.</li> <li>• Whilst single people remain most at risk of destitution (comprising almost three-fifths of the destitute population), destitution is experienced by a growing number of families with children, particularly lone-parent households.</li> </ul> <p>A report published in June 2023 by Age UK about poverty in later life found 2.1 million (18%) of pensioners in the UK live in poverty.</p> <ul style="list-style-type: none"> <li>• 37% of private tenants and 36% of social rented sector tenants, are in poverty compared to 13% of older people who own their home outright.</li> <li>• 29% of Asian/Asian British pensioners and 25% of Black/Black British pensioners are in poverty compared to 17% of White pensioners.</li> <li>• 26% of single older women live in poverty compared to 21% of single older men and 14% of pensioner couples.</li> </ul> <p>Around 20% of Norfolk’s population has a long-term limiting health condition. This figure increases to around 45% of people aged 65+ years. Around 6% of Norfolk’s population is from a Black, Asian, Arabic, or other ethnic minority group.</p>

Reference and title of proposal	Potential impact
	<p data-bbox="696 236 1984 343">In the East of England, the Trussel Trust, the largest distributor of emergency food parcels, recorded 324,000 food parcels were distributed across the region between 2022 and 2023 (an increase of almost 40% since 2021-2022).</p> <p data-bbox="696 384 1984 563">General cost-of-living increases and the long-term impacts of the pandemic are recognised to be a factor in poorer mental health for some groups of people as they experience more social isolation and/or future uncertainty. This assessment recognises that this impact may be greater where people live in rural areas with few community facilities, less access to services and limited transport links.</p> <p data-bbox="696 568 1995 746">Another issue is the potential impact on people in rural areas. Rural housing may be more expensive than urban properties in some parts of Norfolk and may therefore tend to be in higher tax bands. However, people in rural areas report that being asset rich does not mean income rich, and in cash terms, rural areas may shoulder a larger percentage of the total council tax return.</p> <p data-bbox="696 751 1995 930">This assessment also recognises that cost-of-living increases combined with the long-term impact of the pandemic has created a significant challenge for the voluntary and community sector (VCSE). Voluntary Norfolk reported in December 2023 that the average number of hours being given by volunteers had "reduced significantly" - translating to a reported reduction of £31m per year in the value of volunteering to the economy.</p> <p data-bbox="696 973 869 1010"><b>Mitigations</b></p> <p data-bbox="696 1050 1966 1157">In April 2023, the State Pension rose by 10.1%. The current full State Pension is £203.85 per week (£10,600.20 per annum). The National Living Wage was increased to £10.42 for over 23-year-olds and £7.49 for 18–20-year-olds.</p> <p data-bbox="696 1198 2007 1265">The Energy Price Cap (introduced in 2019 by Ofgem) limits what a person pays for each unit of gas and electricity they use and sets maximum daily standing charge. It is based largely</p>

Reference and title of proposal	Potential impact
	<p>on wholesale energy prices (those that firms pay) and applies only to providers' standard and default tariffs, which most households are now on. From 1 October 2023, the Price Cap has been set at £1,834 per year.</p> <p>In January 2023, the Department for Work and Pensions (DWP) announced that Universal Credit claimants would receive a further £900 cost of living support payment over next 12 months. As of August 2023, around 74,000 people in Norfolk were in receipt of Universal Credit with around 40% being in employment. The Dept for Levelling Up, Housing and Communities analysis in June 2023 shows the UK government has provided the average UK household around £1,865 of support to assist with rising energy and living costs.</p> <p>In addition to the mitigations provided by Government, at a local level Norfolk County Council has been working closely with district, borough and parish councils, housing providers, VCSE partners and utilities providers to support local people in need of emergency assistance since 2021.</p> <p>The support on offer has been subject to a comprehensive equality impact assessment to ensure planned activities also meet the needs of local people who share protected characteristics where they are facing acute hardship. Further information about support available to people in hardship in Norfolk can be found at <a href="#">Help with living costs - Norfolk County Council</a></p> <p>The <a href="#">Norfolk Social Infrastructure Fund</a> (set up in 2020) makes capital grants of up to £250,000 available for groups who are involved in community projects and initiatives that benefit the residents of Norfolk, as part of the Council's commitment to voluntary and community organisations.</p> <p><b>Conclusions</b></p>

Reference and title of proposal	Potential impact
	<p data-bbox="696 237 2022 416">It is likely that the financial impact of an increase in council tax would be reduced for some people, including those who share one or more protected characteristics, and those on low incomes by existing council tax exemptions and local council tax support schemes. It should be noted, however, that local council tax support schemes and exemptions may vary from district to district.</p> <p data-bbox="696 424 2022 639">Overall, the impact of the proposal is likely to be greatest for households on a low, fixed income, but which are not eligible for council tax support. This may include disabled people who are in work, and this is important to note, given that disabled people are likely to earn less than their non-disabled counterparts, even when they share the same qualifications and other relevant characteristics. (The same is also true for women and may also be true for some ethnic minority groups).</p> <p data-bbox="696 679 2022 751">It is also important to note that disabled people may have to pay more costs for day-to-day living than people who are not disabled. For example:</p> <ul data-bbox="748 791 2022 1230" style="list-style-type: none"> <li data-bbox="748 791 2022 903">• Heating and hot water - some disabilities require additional heating/cooling and having baths/showers more often due to medical needs. They may use more electricity, for example for some types of equipment to aid mobility / breathing etc.</li> <li data-bbox="748 911 2022 943">• Linked to this could be dietary needs or clothes washing requirements.</li> <li data-bbox="748 951 2022 1094">• Equipment - specialist equipment and adaptations are often expensive, or a variation of an item can often come at an additional cost e.g., household equipment such as adaptive cutlery, chairs or beds, or even recreational options such as a normal cycle verses an adaptive cycle.</li> <li data-bbox="748 1102 2022 1230">• Transport - a lot of disabled people may need public transport or adaptive cabs which come at a premium, this is often paired with the fact that some standard options are not available or accessible to some people. The Council has recently made changes so that all disabled bus pass holders can access free travel on buses 24/7.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• Services - information in accessible format, communication needs or adaptive software/hardware to access information and media e.g., screen reader or needing a 65in TV for someone with low vision v a 40in for most other people. Likewise, accessing some community services/leisure opportunities can come at a premium because people need specific facilities/support or have to visit at certain times of the day due to maybe carer availability etc. The Council is cognisant to the needs to provide accessible services and is undertaking substantial work to assess and ensure the range of services and facilities it provides are as accessible as possible.</li> <li>• Limitation on the type of car a disabled person can have e.g., automatics are more expensive than manual, a power seat might be required due to back problems or an SUV/Van which has a higher cost/running cost.</li> <li>• Medication as not everything is available on prescriptions and free prescriptions are only available for people that meet certain criteria (those who have a continuing physical disability that prevents them going out without help from another person and have a valid medical exemption certificate).</li> <li>• Higher insurance premiums or costs directly associated with a disability or health condition.</li> <li>• Very few local organisations pay for British Sign Language interpreters, which means that D/deaf people may have to pay for communication support when accessing local services.</li> </ul> <p>The more profound or complex a person's disabilities, the more they are likely to face significant expenses.</p> <p>On balance, the greatest factor to consider is that an increase in council tax and adult social care precept would primarily benefit Norfolk's most vulnerable families and disabled and older people and their carers. This is because it will enable the Council to continue to protect essential children's and adult social care services, as well as fund other vital services that</p>

Reference and title of proposal	Potential impact
	benefit every person within the county – such as libraries, fire and rescue services, the environment, public health, culture and heritage, trading standards and highways.

## Finance Budget Proposals

Reference and title of proposal	Potential impact
<b>S2425FIN003 and S2425FIN004 - The 2024-25 business rates pool to contribute in full towards savings. Decision on pooling will be taken in Autumn 2023.</b>	<p>The business rate pool works by lowering the amount paid to Government on business rate growth above the baseline level set by Government. This proposal recognises there may be an opportunity to offset expenditure to contribute to budget savings. This proposal for the 2024-25 business rates pool, which are in the Council's control, has no direct impact on front line services or on the workforce, as this is a source of income. There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive because of this proposal. No changes are proposed to</li> </ul>



Reference and title of proposal	Potential impact
	<p>eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</p> <ul style="list-style-type: none"> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<b>S2324CES105 - Business Rates Pool – forecast income over £2m</b>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been completed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<b>S2324FG016 - One-off application of Finance General reserves to support core budget</b>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the one-off budget saving agreed in 2023/2024 has been reversed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p>

Reference and title of proposal	Potential impact
	<p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<p><b>S2425FIN001 - Review interest receivable budgets for updated cash balance forecasts and interest rates forecast to be achievable 2024-25.</b></p>	<p>This proposal recognises the income for the Council because of interest rates payable on investments. This budget is adjusted annually to take account of varying (rising or falling) interest rates. There is currently not evidence to indicate that this would:</p> <ul style="list-style-type: none"> <li>• Have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• More significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users should not experience any reductions in the quality or standards of service they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service should continue to do so.</li> <li>• The proposal should not lead to new or increased costs for service users which have not already been identified elsewhere in the assessments - albeit budgets may reduce if interest rates fall, meaning the Council has less money overall to spend</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity and inclusion requirements.</li> <li>• There is currently not evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. Any organisational changes as an indirect result of associated reduced budgets will be conducted in accordance with HR policies which are impact assessed separately.</li> <li>• An EqIA of Organisational Change, Reviews and Restructures has been conducted and impacts on the workforce are monitored corporately.</li> </ul> <p>Similar proposals are implemented elsewhere in the UK.</p>
<b>S2122FCS014 - Benefits realisation from the HR &amp; Finance System replacement project in Finance Exchequer Services</b>	<p><b>Benefits realisation work is still underway to quantify value of saving from the HR &amp; Finance System replacement, but current forecast reflects savings of £0.4m in 2022-23 which will be delivered by a combination of reduction in posts and changes to licence costs. Expected full year effect of the project being implemented is currently estimated as a further £0.1m from 2023-24.</b></p> <p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>

Reference and title of proposal	Potential impact
<b>S2223FCS018 - Benefits realisation from the HR &amp; Finance system replacement (MyOracle) project.</b>	<p><b>Recognising efficiency and other savings to be achieved within Budgeting and Accounting service from 2023-24.</b></p> <p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<b>S2324FCS022 [SR] and S2324FG018 [SR] Strategic Review - Opportunities A - Finance</b>	<p>These were budget proposals for 2023/2024. They are <b>not</b> a budget proposal for 2024/25.</p> <p>They are being included in this list to acknowledge that due regard was paid to the equality impact assessments published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>

### Strategy & Transformation Budget proposals

Reference and title of proposal	Potential impact
<b>S2425S&amp;T002 - Insight &amp; Analytics team Strategic</b>	This proposal represents efficiency savings achieved through restructuring the Insight & Analytics team following the Strategic Review. This proposal also represents ongoing

Reference and title of proposal	Potential impact
<b>Review efficiency savings from restructure and one-off underspends / use of reserves</b>	<p>efficiency savings to be achieved through the Insight &amp; Analytics capability. The aim of the restructure was to ensure officers across the Council would continue to benefit from access to specialist advice and support when needed, and ensure the essential data analysis, used to inform a wide range of decision-making about service design and delivery, is produced in an efficient and timely way.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive as a result of this proposal. This is because the I&amp;A team supports Council officers with specialist advice and support on data analysis and complying with statutory reporting requirements.</li> <li>• There are no changes to eligibility criteria for public-facing services as a result of this proposal. People, including Council officers, who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal has been implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• Other efficiencies may be achieved through new ways of working or through the use of new technology. The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> <li>• There is currently no evidence to indicate that employees with protected characteristics have been disproportionately affected compared to employees without these characteristics as a result of this proposals. While there have been some organisational changes to structures as a result of this proposal, these changes have been implemented in accordance with agreed HR policies and procedures which are impact assessed separately. An EqlA of Organisational Change, Reviews and Restructures has been conducted and impacts on the workforce are monitored corporately.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<b>S2425S&amp;T003 - HR Strategic Review savings from ending temporary and vacant posts</b>	<p>This proposal recognises that in light of a review of HR functions, linked to the Strategic Review there is an opportunity to make savings from ending temporary or vacant posts on the basis that these are no longer required due to changes in ways of working. A full equality impact assessment of organisational change reviews and restructures has been undertaken</p>

Reference and title of proposal	Potential impact
	<p>by HR. This identifies the steps that must be taken to mitigate impact on employees with protected characteristics because of organisational changes, reorganisations and restructures and how impacts will be monitored and mitigated through the application of the correct HR policies which are also equality impact assessed separately.</p> <p>There is currently not evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>However:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the</li> </ul>

Reference and title of proposal	Potential impact
	<p>Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</p> <ul style="list-style-type: none"> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. Changes relate to the ending of posts which are already vacant as a result they are no longer required. Any organisational changes are undertaken in accordance with HR policies which are impact assessed separately and employees will continue to be consulted and will continue to be kept apprised of developments which may directly or indirectly impact on them by senior managers as required.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<p><b>S2425S&amp;T005 - Digital Services to reduce spend on application systems through contract management</b></p>	<p>The Council has around 700 software applications/platforms forming part of the digital infrastructure. This proposal considers savings that can be achieved through rationalisation - where software applications can be retired as they are redundant (because they are no longer in use, or they are no longer fit for purpose). In some cases, there is already an alternative application in use by the Council which offers more features and flexibility and can replace one or more applications.</p> <p>Some applications will be identified as essential for services or business continuity. The Council also uses a range of specialist applications that are designed to support staff who have access needs. These applications will remain in use unless they are subsequently identified to be redundant.</p> <p>There may be some applications which, following review, are identified as currently providing support to service users or employees and are no longer fit for purpose but there is no alternative new solution.</p>



Reference and title of proposal	Potential impact
	<p>Digital Services will also take account of the degrees of accessibility offered by some applications considered as a replacement. Implications around equality and accessibility will be considered in every decision about whether an application is to be retired.</p> <p>There is currently no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users should not experience any reductions in the quality, standards, or level of support they currently receive as a result of software being retired.</li> <li>• No changes are proposed to eligibility criteria for services, so people, including service users and employees, should continue to receive support relevant to their assessed needs. People who currently receive a service should continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with the Council’s Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• There is limited evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. Wherever possible, the accessibility of software will be considered and the needs of employees who use assistive technology because of a disability or long-term condition will be taken account of in the review.</li> <li>• The Council will ensure that people who experience barriers to the built and virtual environments; services; information; ICT; and communication due to a protected characteristic will have their needs met appropriately. This may require reasonable adjustments to be for service users and employees where appropriate to address disadvantage.</li> <li>• It should be noted that disabled people who experience complex and substantial barriers to independence, may experience the most significant barriers to using technology. The Council's Guidance on disability and reasonable adjustments G312d sets out how reasonable adjustments for disabled employees should be managed to support disabled employees in the workplace.</li> <li>• There will be no organisational changes as a direct result of this proposal</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul> <p>This proposal may require officers to undertake further analysis when developing detailed implementation plans. If it subsequently emerges that an aspect of the proposal may have a more significant detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was possible to predict at the time of conducting this assessment, this will be reported formally to enable next steps to be agreed before officers proceed further.</p>
<b>S2425S&amp;T006 - Digital Services to reduce spend on network services through contract management</b>	<p>The proposal will achieve savings through contract re-negotiating and migration to a new service provider covering:</p> <ul style="list-style-type: none"> <li>• Network transition of 220 office locations and 200+ schools in Norfolk.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• Transition from Vodafone mobile sim within NCC devices supplied via a 3rd party under the current contract, to a direct contract with Vodafone.</li> <li>• Procurement of new Customer Service Centre software solution.</li> </ul> <p>As part of Council procurement process, accessibility and compliance with the Equality Act are considered as standard. This ensures accessibility for users, including disabled people is central to the procurement process.</p> <p>Service users and employees should not experience any changes in how they access services and support from the Council as the proposal represents an improvement to the Council's digital infrastructure. The new customer service solution software should achieve positive outcomes because it enables greater engagement (through social media and texting) in addition to traditional communication methods. In the longer term this should also enable more flexibility in regard to the use of interpreting services such as BSL interpreting.</p> <p>Once installed testing of the new system will be undertaken to ensure service users and employees with disabilities can use this and to explore opportunities for increased accessibility. Testing will also enable any potential issues to be identified and mitigated.</p> <p>There is currently no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example,</li> </ul>

Reference and title of proposal	Potential impact
	<p data-bbox="792 236 1973 341">disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</p> <p data-bbox="696 384 931 411">This is because:</p> <ul data-bbox="748 424 2022 1023" style="list-style-type: none"> <li data-bbox="748 424 2022 529">• Service users will not experience any reductions in the quality, standards, or level of support they currently receive. The new customer service centre software should provide positive outcomes for service users once roll out is complete.</li> <li data-bbox="748 536 2022 641">• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li data-bbox="748 647 1778 675">• The proposal will not lead to new or increased costs for service users.</li> <li data-bbox="748 681 2022 826">• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li data-bbox="748 833 2022 943">• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. Accessibility needs of employees using software will be taken account of.</li> <li data-bbox="748 949 1749 976">• There will be no organisational changes as a result of this proposal.</li> <li data-bbox="748 983 1868 1023">• Similar proposals have been successfully implemented elsewhere in the UK</li> </ul> <p data-bbox="696 1066 1995 1235">Once installed, testing of new software and systems will be undertaken to ensure service users and staff including people with disabilities can use this. Responsible officers will use testing to continue to explore opportunities for increased accessibility. Testing also enable any potential unforeseen detrimental issues to be identified and mitigated in advance of roll-out.</p>

Reference and title of proposal	Potential impact
<p><b>S2425S&amp;T007 - Utilisation of business rates pool for 2023-24 to fund 2024-25 growth for Local Transport Plan (£0.300m) and Transport for Norwich (£0.200m).</b></p>	<p>The business rate pool works by lowering the amount paid to Government on business rate growth above the baseline level set by Government. This proposal recognises there may be an opportunity to offset expenditure to contribute to budget savings.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> </ul>

Reference and title of proposal	Potential impact
<b>S2425S&amp;T008 - Reduce Local Transport Plan growth bid</b>	<ul style="list-style-type: none"> <li>Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul> <p>The Local Transport Plan describes the council's strategy and policy framework for transport and is used as a guide for investment priorities as well as being considered by other agencies when determining their planning or delivery decisions. The proposal will achieve a saving by reducing the amount of growth originally identified within the plan.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>The proposal will not lead to new or increased costs for service users.</li> <li>The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the</li> </ul>

Reference and title of proposal	Potential impact
	<p>Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</p> <ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK</li> </ul>
<p><b>S2425S&amp;T009 - Use of Reserves - Utilise reserves from Kickstart programme (now closed)</b></p>	<p>If this proposal goes ahead, it will involve releasing funds from a reserve fund which is no longer required in order to alleviate budget pressures as a one-off. There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> </ul>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<b>S2425S&amp;T010 - Align Scottow income budget with most recent actual rental income forecasts</b>	<p>This proposal represents an adjustment in accounting to ensure the budget represents the most up to date information with respect forecasted rental income at Scottow Enterprise Centre. There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> </ul>



Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There will be no organisational changes as a result of this proposal.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<b>S2425S&amp;T011 - Further increase rent charged by Scottow over and above the amounts currently factored into the medium-term financial plan</b>	<p>This proposal will only impact upon existing and future rental clients. This reflects increased costs for maintenance etc of the site over and above those predicted in the medium-term plan and would not apply until 2025/26 onwards.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will lead to increased costs for service users. However, this will be in line with other rental opportunities open to businesses, recognising the requirements of those renting space at Scottow.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK</li> </ul>
<b>S2425S&amp;T012 - Strategy, Design &amp; Delivery</b>	<p>If this proposal goes ahead, it will mean releasing funds from the reserves to alleviate budget pressures as a one-off. There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul>

Reference and title of proposal	Potential impact
	<p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• There is no evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There will be no organisational change as a result of this proposal.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>
<b>S2324CES146 - Application of Business Rates Pool funds to support Norfolk Investment Framework (NIF) expenditure</b>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p> <p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been reversed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<b>S2324S&amp;T006 [SR] - Expansion of professional leads:</b>	<p>This was a budget proposal for 2023/2024. It is <b>not</b> a budget proposal for 2024/25.</p>

Reference and title of proposal	Potential impact
<b>Centralise and control spend on communications. This would include paid staff and non-pay procurement across the organisation</b>	<p>It is being included in this list to acknowledge that the budget saving agreed in 2023/2024 has been reversed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>
<b>S2324S&amp;T008 [SR] and S2324S&amp;T010 [SR] - One-off usage of S&amp;T Reserves</b>	<p>These were budget proposals for 2023/2024. They are <b>not</b> budget proposals for 2024/25.</p> <p>They are being included in this list to acknowledge that the budget savings agreed in 2023/2024 have been reversed and due regard was paid to the equality impact assessment published in the 2023/2024 report.</p> <p>This means that in 2024/2025, the budget allocated to this service will resume in accordance with the decision made by Full Council on 21 February 2023. No further action is required.</p> <p>For more information, see the report to Full Council on 21 February 2023 published on <a href="http://www.norfolk.gov.uk">www.norfolk.gov.uk</a></p>

### Chief Executives Department Budget Proposals

Reference and title of proposal	Potential impact
<b>S2425S&amp;T001 - Democratic Services new income stream from citizenship service</b>	<p>This proposal is an extension of an existing scheme in which Norfolk County Council receives funding from the Home Office to deliver a citizenship service. The service is open to anyone whether they are resident in Norfolk or not, with the majority of participants being Norfolk residents as the service provides a convenient alternative to other locations such as London.</p>

Reference and title of proposal	Potential impact
	<p data-bbox="696 236 2011 454">Additional income will be gained by providing optional extras in a similar way to how a wedding ceremony can be tailored from a minimal event to something more celebratory. This will enable citizenship ceremonies to better meet the needs and financial capacity of those undertaking them with a minimal service still available at no additional cost. Additional extras will be based upon a local charging structure that is based upon established work carried out by the Registrar's service.</p> <p data-bbox="696 491 1973 710">It is recognised that this proposal may impact people from ethnic minority backgrounds as they are more likely to require citizenship. However, this is a legal ceremony which is delivered according to government guidelines and costing structure and although the additional extras will come at additional cost, they will be optional. This means that anyone undertaking citizenship in Norfolk will not have to pay any extra as opposed to someone in another part of the UK unless they wish to.</p> <p data-bbox="696 746 1220 782">There is no evidence to indicate that:</p> <ul data-bbox="745 790 2018 1197" style="list-style-type: none"> <li data-bbox="745 790 2018 1005">• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who identify as intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs; people who are as lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li data-bbox="745 1013 1973 1197">• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p data-bbox="696 1233 929 1268">This is because:</p>

Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will lead to new or increased costs for some service users, however this will be discretionary.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK</li> </ul>
<b>S2425S&amp;T004 - Democratic Services savings from reduction of Chairman's functions budget and executive assistant support</b>	<p>This proposal will achieve a saving by further reducing this budget for holding functions. It recognises that although an important part of the civic function, there is an opportunity to revise events to make them more cost effective - partly by holding fewer of them and reducing catering budgets. The current basis for events does not focus upon supporting specific protected characteristic groups. Further work, should the proposal be accepted, will also look at the potential opportunity to seek sponsorship for certain events. The proposal recognises that if fewer events are held, then savings will also be achieved as less organisational support will be required.</p> <p>There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men and women and people who are intersex or non-binary; disabled people; Black and Asian people or people from ethnically diverse backgrounds; people with different religions and beliefs;</li> </ul>

Reference and title of proposal	Potential impact
	<p>people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</p> <ul style="list-style-type: none"> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p> <ul style="list-style-type: none"> <li>• Service users may experience some reductions in the quality, standards, or level of support they currently receive as a result of functions being held. However, this will only impact upon people attending events which are discretionary.</li> <li>• No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so albeit a more limited offer.</li> <li>• The proposal will not lead to new or increased costs for service users unless they wish to sponsor an event, but this will be discretionary.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements. There will be a continued focus on ensuring events are as accessible to people as possible.</li> <li>• There is limited evidence to indicate that employees with protected characteristics would be disproportionately affected compared to employees without these characteristics. There will be some organisational changes to staffing structures but no changes to staff terms or conditions at this time. These changes will be implemented in accordance with their terms or conditions and relevant HR policies and procedures</li> </ul>

Reference and title of proposal	Potential impact
	<p>which are impact assessed separately. An EqIA of Organisational Change, Reviews and Restructures has been conducted and impacts are monitored corporately.</p> <ul style="list-style-type: none"> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK</li> </ul> <p>This proposal may require officers to undertake further analysis when developing detailed service design and implementation plans with respect to the design of executive support functions and the impact that the proposal will have. If it subsequently emerges that an aspect of the proposal may have a more significant detrimental or disproportionate impact on people who share protected characteristics or live in rural areas that it was possible to predict at the time of conducting this assessment, this will be reported formally to members to enable next steps to be agreed before officers proceed further.</p>
<b>S2425CEX004 – NP Law one-off use of reserves</b>	<p>If this proposal goes ahead, it will involve releasing funds from reserves in order to alleviate budget pressures as a one-off. There is no evidence to indicate that:</p> <ul style="list-style-type: none"> <li>• The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.</li> <li>• The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.</li> </ul> <p>This is because:</p>



Reference and title of proposal	Potential impact
	<ul style="list-style-type: none"> <li>• Service users will not experience any reductions in the quality, standards, or level of support they currently receive. No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so.</li> <li>• The proposal will not lead to new or increased costs for service users.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.</li> <li>• The proposal will be implemented in accordance with corporate and departmental policies and procedures and national guidance.</li> <li>• Similar proposals have been successfully implemented elsewhere in the UK.</li> </ul>