

## Corporate Services EIAs

<b>Department</b>	<b>Savings Programme reference(s)</b>	<b>Service Area</b>	
Corporate Operations	FIN-01	Finance and Pensions	
	IBC-01 IBC-02 IBC-03	Shared Services – Integrated Business Centre	
	TT-01	Shared Services - Transformation	
	IT-01 IT-02 IT-03 IT-04	IT	
	IA-01	Internal Audit	
	SP-01	Strategic Procurement	
	HR, Organisational Development, Communications & Engagement	HR-01	HR – Casework
		HR-02	Occupational Health
HR-03		HR – general	
HR-04		HR – Organisational Change	
HR-05		Leadership and Management Development	
CE-01		Communications and Engagement	
Law & Governance	LG-01 LG-02	Legal Services – Commercial Contracts	
	LG-03	Legal Services - general	
	LG-04 LG-05	Legal Services - general	
	LG-06	Governance – Risk and Information	

## Corporate Operations

<b>Name of SP23 proposal:</b>	<b>SP23 Opportunity Reference:</b>
Finance and Pensions – Operating Model Changes and Income Generation	<b>EIA –FIN 01</b> Corporate Operations 2021.04.08

### EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Rob Carr	Finance	Head of Finance	<a href="mailto:rob.carr@hants.gov.uk">rob.carr@hants.gov.uk</a>	0370 779 2647	08.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	<a href="mailto:stephanie.randall@hants.gov.uk">stephanie.randall@hants.gov.uk</a>	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	<a href="mailto:gail.tong@hants.gov.uk">gail.tong@hants.gov.uk</a>	03707 798170	11.08.2021	

### Section one – information about the service and service change

<b>Service affected</b>	Finance and Pensions
<b>Please provide a short description of the service / policy/project/project phase</b>	<p>The Finance Service provides a range of financial services to Officers and Members across the County Council and in support of the wider shared services partnership.</p> <p>Pension Services provide pension administration services to employers within the Hampshire and West Sussex Pension Funds and also provide services to others through the shared service arrangements.</p>

<b>Please explain the new/changed service/policy/project</b>	The proposed savings will be a combination of reduced staffing within the Finance Service as a result of moving towards a new way of providing budget management and forecasting primarily across the County Council which will generate efficiencies, together with the generation of additional income within Pension Services from the onboarding of new partners. The exact mix of savings and income is not known at this stage.
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### Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

**Has any pre-consultation engagement been carried out?**

No

**Describe the consultation or engagement you have performed or are intending to perform.**

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

Engagement with staff will take place in due course if there are any potential reductions in numbers of posts.

### **Section two: Assessment**

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

**Table 1 Impact Assessment**

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				Staff
Disability		✓				Staff
Gender reassignment		✓				Staff
Pregnancy and maternity		✓				Staff
Race		✓				Staff
Religion or belief		✓				Staff
Sex			✓			Staff
Sexual orientation		✓				Staff

<b>Marriage &amp; civil partnership</b>		✓				Staff
<b>Poverty</b>		✓				Staff
<b>Rurality</b>		✓				Staff

**Table 2 Geographical impact**

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

<b>Area</b>	<b>Yes / no</b>
All Hampshire	Yes
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No

Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

### **Section three: Equality Statement**

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

**Table 3 Consideration of and explanation for neutral or low negative impacts**

<b>Protected characteristic</b>	<b>Brief explanation of why this has been assessed as having neutral or low negative impact</b>
Sex	The Finance and Pensions Service employs a disproportionately high number of women and therefore any potential reductions in staff numbers will most likely impact on females. However, this is rated as low since the decisions around any potential job losses will be based either on performance or through a voluntary redundancy scheme. Decisions will clearly not be based in any way at all on an individual's sex.
All Other Characteristics	The Finance and Pensions Service is not a public facing service, so there is no impact on service users as such. As highlighted above any potential staff reductions will be based on performance or through a voluntary redundancy scheme and will not be based on a person's

	characteristics. Any decisions to reduce staff will be subject to staff consultation which provides a further opportunity to consider if there are any negative impacts on protected groups.
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For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

**Table 4 Explanation and mitigation for medium and high impacts**

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

**Table 5 Consideration of and explanation for positive impacts**

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

**Further actions and recommendations to consider:**

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.

- If medium negative or high negative have been identified:
  - The policy, service review, scheme or practice may be paused or stopped
  - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
  - Consider undertaking consultation/re-consulting<sup>1</sup>.
  - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
  - Carry out a subsequent impact severity assessment following mitigating actions.

### Box 1

Please set out any additional information which you think is relevant to this impact assessment:

N/A

### Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

As there are only low or neutral impacts it is not considered that a full EIA is necessary. This is consistent with the approach taken over the last 5 savings programmes, which have contained the same savings proposal for this Service.



<b>Name of SP23 proposal:</b>	<b>SP23 Opportunity Reference:</b>
<b>Shared Services - Integrated Business Centre</b> On-going Partnership efficiencies, demand reduction and removal of legacy activities	<b>EIA IBC-01, IBC-02, IBC-03</b> Corporate Operations 2021.04.15

**EIA writer(s) and authoriser**

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Gary Westbrook	Corporate Resources	Head of Shared Services	<a href="mailto:gary.westbrook@hants.gov.uk">gary.westbrook@hants.gov.uk</a>	0370 779 894	15.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	<a href="mailto:stephanie.randall@hants.gov.uk">stephanie.randall@hants.gov.uk</a>	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	<a href="mailto:gail.tong@hants.gov.uk">gail.tong@hants.gov.uk</a>	03707 798170	11.08.2021	

**Section one – information about the service and service change**

<b>Service affected</b>	<p>The Integrated Business Centre.</p> <p>This service provides the transactional infrastructure for HR and Finance activities across the County Council (including maintained schools) and a growing Public Sector Partnership including Hampshire Fire and Rescue Service, Hampshire Constabulary, Oxfordshire County Council, London Borough of Hammersmith and Fulham, Westminster City Council and Royal Borough of Kensington and Chelsea.</p>
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	<p>Given the standard operating model across all Partners and the associated integrated teams, there is limited scope (beyond some legacy processes referred to below) to release efficiencies for a single Partner in isolation. Therefore, any proposals need to be implemented across the Partnership and savings proportionally shared in accordance with the principles of the cost share model.</p>
<p><b>Please provide a short description of the service / policy/project/project phase</b></p>	<p>As above.</p>
<p><b>Please explain the new/changed service/policy/project</b></p>	<p>Cost savings are to be released from the Integrated Business Centre through:</p> <ul style="list-style-type: none"> <li>- Targeted reductions in failed demand;</li> <li>- Automation of internal processes;</li> <li>- Removal of HCC legacy activities not aligned to the standard operating model.</li> </ul> <p>There is no impact in these saving proposals on the front-line service delivery of the County Council.</p> <p>The Corporate Management Team have been separately briefed on the removal of legacy activities, aligned to the implementations of new line of business systems for Adult Social Care, Energy Providers and Children's Social Care, which will bring the County Council's operating model in-line with the remaining Local Government Partners (OCC, LBHF, RBKC and WCC).</p> <p>A small headcount reduction, achieved through effective vacancy management, is proposed in the current General Enquiries Team, which will be delivered through on-going demand management and ensuring queries from members of the public are directed to front line service departments in the most efficient and automated manner for resolution.</p>

## Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

### Has any pre-consultation engagement been carried out?

No

### Describe the consultation or engagement you have performed or are intending to perform.

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

N/A

## Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

**Table 1 Impact Assessment**

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				N/A
Disability		✓				N/A
Gender reassignment		✓				N/A
Pregnancy and maternity		✓				N/A
Race		✓				N/A
Religion or belief		✓				N/A
Sex		✓				N/A
Sexual orientation		✓				N/A

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Marriage & civil partnership		✓				N/A
Poverty		✓				N/A
Rurality		✓				N/A

**Table 2 Geographical impact**

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	No
Basingstoke and Deane	No
East Hampshire	No

Area	Yes / no
Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

### **Section three: Equality Statement**

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

**Table 3 Consideration of and explanation for neutral or low negative impacts**

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	Principles of optimising digital channels and the self-service operating model are included within design decisions and service changes.

<b>Disability</b>	<p>For example, contact model changes introduced in the 2020/21 to continue to reduce failed demand have continued to promote digital self-service and digital channels (e.g. web, webchat). Call back functionality has been introduced for employees who are unable to utilise digital channels. This has ensured that all customers can continue to have access to the service through multiple channels and have increased choice.</p>
<b>Gender reassignment</b>	
<b>Pregnancy and maternity</b>	
<b>Race</b>	
<b>Religion or belief</b>	
<b>Sex</b>	
<b>Sexual orientation</b>	
<b>Marriage &amp; civil partnership</b>	
<b>Poverty</b>	
<b>Rurality</b>	

For all characteristics marked as either having a ‘medium negative’ or ‘high negative’, please complete table 4:

**Table 4 Explanation and mitigation for medium and high impacts**

<b>Protected characteristic</b>	<b>Brief explanation of why this has been assessed as having medium or high negative impact</b>	<b>Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)</b>	<b>Short explanation of mitigating actions</b>
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None	N/A	N/A	N/A
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If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

**Table 5 Consideration of and explanation for positive impacts**

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

**Further actions and recommendations to consider:**

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
  - The policy, service review, scheme or practice may be paused or stopped
  - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
  - Consider undertaking consultation/re-consulting<sup>2</sup>.
  - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
  - Carry out a subsequent impact severity assessment following mitigating actions.

**Box 1**

Please set out any additional information which you think is relevant to this impact assessment:

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N/A

**Box 2**

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

N/A

<b>Name of SP23 proposal:</b>	<b>SP23 Opportunity Reference:</b>
Shared Services - Transformation	<b>EIA TT-01</b> Corporate Operations 2021.08.11

### EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Gary Westbrook	Corporate Operations	Director of Shared Services	<a href="mailto:gary.westbrook@hants.gov.uk">gary.westbrook@hants.gov.uk</a>	0370 779 894	11.08.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	<a href="mailto:stephanie.randall@hants.gov.uk">stephanie.randall@hants.gov.uk</a>	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	<a href="mailto:gail.tong@hants.gov.uk">gail.tong@hants.gov.uk</a>	03707 798170	11.08.2021	

### Section one – information about the service and service change

<b>Service affected</b>	Shared Services - Transformation Team
<b>Please provide a short description of the service / policy/project/project phase</b>	Delivery of key programmes and projects led by the Corporate Operations department, primarily relating to the Shared Services partnership.

<b>Please explain the new/changed service/policy/project</b>	Savings will be achieved through a combination of a small reduction in staffing levels within the Transformation Team, reflecting an expected reduction in demand, as well as maximising available partnership contributions to support delivery of value-added programmes and projects to drive further efficiencies. Any reduction in staffing is expected to be achieved through natural turnover.
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### Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

#### Has any pre-consultation engagement been carried out?

No

#### Describe the consultation or engagement you have performed or are intending to perform.

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

Engagement with staff will take place in due course if there are any reductions in numbers of posts, which cannot be achieved through natural turnover.

### Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

**Table 1 Impact Assessment**

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				Staff
Disability		✓				Staff
Gender reassignment		✓				Staff
Pregnancy and maternity		✓				Staff
Race		✓				Staff
Religion or belief		✓				Staff
Sex		✓				Staff
Sexual orientation		✓				Staff

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Marriage & civil partnership		✓				Staff
Poverty		✓				Staff
Rurality		✓				Staff

**Table 2 Geographical impact**

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	No
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No

Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

### **Section three: Equality Statement**

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

**Table 3 Consideration of and explanation for neutral or low negative impacts**

<b>Protected characteristic</b>	<b>Brief explanation of why this has been assessed as having neutral or low negative impact</b>
All	<p>The savings identified do not have an impact on the citizens of Hampshire.</p> <p>Where County Council staff may be impacted (for example through a small reduction in the size of the team), this is expected to be achieved through natural turnover, and is not expected to have any detrimental impact any particular group or protected characteristic.</p>

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

**Table 4 Explanation and mitigation for medium and high impacts**

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

**Table 5 Consideration of and explanation for positive impacts**

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

**Further actions and recommendations to consider:**

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
  - The policy, service review, scheme or practice may be paused or stopped
  - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.

- Consider undertaking consultation/re-consulting<sup>3</sup>.
- If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
- Carry out a subsequent impact severity assessment following mitigating actions.

**Box 1**

Please set out any additional information which you think is relevant to this impact assessment:

N/A

**Box 2**

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

As there are only neutral impacts it is not considered that a full EIA is necessary.



Name of SP23 proposal:	SP23 Opportunity Reference:
IT Services Savings: <ul style="list-style-type: none"> <li>• Technology Consolidation and Rationalisation</li> <li>• Supply Chain Efficiency</li> <li>• Operating Model Changes</li> <li>• Other Efficiencies</li> </ul>	<b><i>EIA IT-01, IT-02, IT-03, IT-04</i></b> Corporate Operations 2021.02.09

### EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Simon Williams	Corporate Resources - IT	Head of IT	<a href="mailto:simon.williams2@hants.gov.uk">simon.williams2@hants.gov.uk</a>	0370 779 7809	09.02.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	<a href="mailto:stephanie.randall@hants.gov.uk">stephanie.randall@hants.gov.uk</a>	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	<a href="mailto:gail.tong@hants.gov.uk">gail.tong@hants.gov.uk</a>	03707 798170	11.08.2021	

### Section one – information about the service and service change

<b>Service affected</b>	IT Services
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<b>Please provide a short description of the service / policy/project/project phase</b>	IT Services provides underpinning information technology to support the County Council's day-to-day business as well as technology projects to implement new business capability.
<b>Please explain the new/changed service/policy/project</b>	<p>IT Services will deliver efficiencies and savings based on 4 themes:</p> <ol style="list-style-type: none"> <li>1. IT01 - The rationalisation, consolidation and extension of the lifecycle of county council's core technology assets</li> <li>2. IT02 - Savings from our 3<sup>rd</sup> party supply chain through renegotiation, removal of redundant services and harvesting of unused software licenses.</li> <li>3. IT03 - Changes to the IT operating model to release posts.</li> <li>4. IT04 - Other efficiencies such as vacating low usage accommodation, improved data centre power efficiency and lower cost staff training provision.</li> </ol>

## Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

**Has any pre-consultation engagement been carried out?**

No

**Describe the consultation or engagement you have performed or are intending to perform.**

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

No consultation is planned as the opportunities do not affect the public. Staff reductions will be managed via vacancy management where possible. Any further impacts to staff will be carried out in line with HR policy which will include a staff consultation if deemed appropriate.

### **Section two: Assessment**

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below, as shown in the example.

If an overview assessment of due regard is appropriate, please go to box 2.

**Table 1 Impact Assessment**

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				Staff
Disability		✓				Staff

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Gender reassignment		✓				Staff
Pregnancy and maternity		✓				Staff
Race		✓				Staff
Religion or belief		✓				Staff
Sex		✓				Staff
Sexual orientation		✓				Staff
Marriage & civil partnership		✓				Staff
Poverty		✓				Staff
Rurality		✓				Staff

**Table 2 Geographical impact**

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	No
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

### **Section three: Equality Statement**

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All	The savings identified do not have an impact on the citizens of Hampshire. Most of the changes affect back-end infrastructure and payments to 3 <sup>rd</sup> party suppliers. Where County Council staff will be impacted e.g., some teams in IT may undergo a restructure this will be undertaken in line with Corporate HR policy.
Disability	With regard to opportunity IT04 where we will seek to make more use of lower cost training options (e.g. online learning). We will continue to use the most appropriate training delivery methods for staff with Disabilities. If the most effective method is face-to-face training then staff with Disabilities will be prioritised based on need within the Training Budget.

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

**Further actions and recommendations to consider:**

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
  - The policy, service review, scheme or practice may be paused or stopped
  - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
  - Consider undertaking consultation/re-consulting<sup>4</sup>.
  - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
  - Carry out a subsequent impact severity assessment following mitigating actions.

**Box 1**

Please set out any additional information which you think is relevant to this impact assessment:

N/A
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**Box 2**


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If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

The proposed changes are mainly technical in nature. Those changes affecting staff will be undertaken in line with Corporate HR policy.



<b>Name of SP23 proposal:</b>	<b>SP23 Opportunity Reference:</b>
Internal Audit – Operating Model	<b>EIA IA-01</b> Corporate Operations 2021.04.16

**EIA writer(s) and authoriser**

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Neil Pitman	Corporate Operations	Head of Southern Internal Audit Partnership	<a href="mailto:neil.pitman@hants.gov.uk">neil.pitman@hants.gov.uk</a>	07719 4717233	16.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	<a href="mailto:stephanie.randall@hants.gov.uk">stephanie.randall@hants.gov.uk</a>	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	<a href="mailto:gail.tong@hants.gov.uk">gail.tong@hants.gov.uk</a>	03707 798170	11.08.2021	

**Section one – information about the service and service change**

<b>Service affected</b>	Internal Audit
<b>Please provide a short description of the service / policy/project/project phase</b>	<p>The Southern Internal Audit Partnership is hosted by Hampshire County Council providing internal audit services to 25+ public sector organisations.</p> <p>The mandatory role of internal audit delivers a risk-based plan to provide assurance over an entity's framework of governance, risk and control.</p>

<b>Please explain the new/changed service/policy/project</b>	<p>The proposed changes will review the existing operating model to optimise available technology and build on the virtual approach to auditing adopted during the pandemic. It is proposed this will yield efficiencies, flexibility and agility to the audit process.</p> <p>The Partnership will also continue to seek new opportunities for building its client portfolio.</p>
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## Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

### Has any pre-consultation engagement been carried out?

Yes

### Describe the consultation or engagement you have performed or are intending to perform.

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

Consultation has been informal.

Engagement with staff and stakeholders (partners / clients) has been undertaken to determine the effectiveness of virtual auditing as enforced on the Partnership during the pandemic.

Staff engagement remains ongoing through a series of surveys, focus groups and staff briefings to determine benefits and challenges through experiences to date.

Stakeholder engagement is ongoing to determine affects (positive and negative) of the virtual audit approach enforced for the delivery of the 20/21 audit plans.

The positive responses to date are helping to align our future direction of travel

### **Section two: Assessment**

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

**Table 1 Impact Assessment**

Protected characteristic (see	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				Staff
Disability	✓					Staff
Gender reassignment		✓				Staff
Pregnancy and maternity	✓					Staff

<b>Race</b>		✓				Staff
<b>Religion or belief</b>		✓				Staff
<b>Sex</b>		✓				Staff
<b>Sexual orientation</b>		✓				Staff
<b>Marriage &amp; civil partnership</b>		✓				Staff
<b>Poverty</b>			✓			Staff
<b>Rurality</b>	✓					Staff

**Table 2 Geographical impact**

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

<b>Area</b>	<b>Yes / no</b>
All Hampshire	Yes
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No

Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

### **Section three: Equality Statement**

**For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.**

**Table 3 Consideration of and explanation for neutral or low negative impacts**

<b>Protected characteristic</b>	<b>Brief explanation of why this has been assessed as having neutral or low negative impact</b>
Age	Proposed initiatives would have no impact on protected characteristic
Gender Reassignment	Proposed initiatives would have no impact on protected characteristic
Race	Proposed initiatives would have no impact on protected characteristic
Religion or belief	Proposed initiatives would have no impact on protected characteristic
Sex	Proposed initiatives would have no impact on protected characteristic

Sexual orientation	Proposed initiatives would have no impact on protected characteristic
Marriage & civil partnership	Proposed initiatives would have no impact on protected characteristic
Poverty	Possible low impact due to not having internet to access required applications, however this would be overcome with the provision of mobile phones to which tethering can be enabled.

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

**Table 4 Explanation and mitigation for medium and high impacts**

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain in table 5.

**Table 5 Consideration of and explanation for positive impacts**

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
Disability	The flexibility to work from home or selected drop in centres may benefit accessibility issues concerns through travel and access to a fixed place of work.
Pregnancy & Maternity	The increased flexibility of working environment provides a greater work and home life balance. The channels of communication through enhanced technology will greater facilitate any potential feeling of isolation during maternity leave
Rurality	The ability to work more flexibly will minimise travel, reducing home to work travel time / costs, it is however recognised that there is some potential for some people working in rural areas could experience some negative impacts e.g. weak signal.

#### Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
  - The policy, service review, scheme or practice may be paused or stopped
  - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
  - Consider undertaking consultation/re-consulting<sup>5</sup>.
  - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
  - Carry out a subsequent impact severity assessment following mitigating actions.

**Box 1**

Please set out any additional information which you think is relevant to this impact assessment:

N/A

**Box 2**

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

N/A



<b>Name of SP23 proposal:</b>	<b>SP23 Opportunity Reference:</b>
Strategic Procurement	<b>EIA SP-01</b> Corporate Operations 2021.05.06

### EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Belinda Stubbs	Strategic procurement	Assistant Director	<a href="mailto:belinda.stubbs@hants.gov.uk">belinda.stubbs@hants.gov.uk</a>	07720 063639	06.05.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	<a href="mailto:stephanie.randall@hants.gov.uk">stephanie.randall@hants.gov.uk</a>	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	<a href="mailto:gail.tong@hants.gov.uk">gail.tong@hants.gov.uk</a>	03707 798170	11.08.2021	

### Section one – information about the service and service change

<b>Service affected</b>	Strategic Procurement
<b>Please provide a short description of the service / policy/project/project phase</b>	It is proposed that the Strategic Procurement team increase the amount of income generating work they undertake for other authorities, without any increase to the size of the team.

<p><b>Please explain the new/changed service/policy/project</b></p>	<p>The team already undertake work to generate income and have structures and processes in place to support this. The SP23 proposal is an extension of that existing work. The nature of the work itself will not change and this means that the impact will be limited.</p> <p>Impacts which have been identified are that current practice needs to become more efficient to accommodate additional workload. The team will need to grow and develop the current external offering to other authorities. Time and effort will need to be invested in finding opportunities for income generating work. Staff may need additional training to work in different cultures/environments.</p>
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### Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

#### Has any pre-consultation engagement been carried out?

No

#### Describe the consultation or engagement you have performed or are intending to perform.

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

N/A

**Section two: Assessment**

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

**Table 1 Impact Assessment**

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				N/A
Disability		✓				N/A
Gender reassignment		✓				N/A
Pregnancy and maternity		✓				N/A
Race		✓				N/A

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Religion or belief		✓				N/A
Sex		✓				N/A
Sexual orientation		✓				N/A
Marriage & civil partnership		✓				N/A
Poverty		✓				N/A
Rurality		✓				N/A

**Table 2 Geographical impact**

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	No
Basingstoke and Deane	No
East Hampshire	No

Area	Yes / no
Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

### **Section three: Equality Statement**

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

**Table 3 Consideration of and explanation for neutral or low negative impacts**

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	

<b>Disability</b>	There is no change to the make up to the workforce or the type of work undertaken therefore we do not anticipate any impacts to any of the protected characteristics listed. This change will purely be an extension of current services.
<b>Gender reassignment</b>	
<b>Pregnancy and maternity</b>	
<b>Race</b>	
<b>Religion or belief</b>	
<b>Sex</b>	
<b>Sexual orientation</b>	
<b>Marriage &amp; civil partnership</b>	
<b>Poverty</b>	
<b>Rurality</b>	

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

**Table 4 Explanation and mitigation for medium and high impacts**

<b>Protected characteristic</b>	<b>Brief explanation of why this has been assessed as having medium or high negative impact</b>	<b>Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)</b>	<b>Short explanation of mitigating actions</b>
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

**Table 5 Consideration of and explanation for positive impacts**

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

**Further actions and recommendations to consider:**

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
  - The policy, service review, scheme or practice may be paused or stopped
  - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
  - Consider undertaking consultation/re-consulting<sup>6</sup>.
  - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
  - Carry out a subsequent impact severity assessment following mitigating actions.

**Box 1**

Please set out any additional information which you think is relevant to this impact assessment:

N/A
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[Empty rectangular box]

**Box 2**

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

This proposal is an extension of existing work practices and has been assessed to have no impact on any protected characteristics and therefor there is no requirement for a full EIA.



## HR, Organisational Development, Communications & Engagement

Name of SP23 proposal:	SP23 Opportunity Reference:
HR Operations - Casework / Helpdesk	<b>EIA – HR-01</b> HR, OD, Communications & Engagement 2021.04.15

### EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Andy Bailey	HR, OD, Communications and Engagement	Head of HR Ops	<a href="mailto:andy.bailey@hants.gov.uk">andy.bailey@hants.gov.uk</a>	07837 894673	15.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	<a href="mailto:stephanie.randall@hants.gov.uk">stephanie.randall@hants.gov.uk</a>	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications and Engagement	Engagement and Equality Officer	<a href="mailto:gail.tong@hants.gov.uk">gail.tong@hants.gov.uk</a>	03707 798170	11.08.2021	

### Section one – information about the service and service change

<b>Service affected</b>	HR Operations & Occupational Health
<b>Please provide a short description of the service / policy/project/project phase</b>	<ol style="list-style-type: none"><li data-bbox="779 323 2020 483">1. The <b>Casework / Help Desk (HD) team</b> provides professional employee relations (ER) advice and support to Hampshire Constabulary (HC), Hampshire County Council (HCC) and Hampshire Fire and Rescue Service (HFRS). The team consists of a Helpdesk and 'offdesk' Casework team.</li><li data-bbox="779 515 2020 579">2. The Helpdesk generally deals with HR queries, low level and less complex tickets or stage 1 formal cases: particularly absence management casework.</li><li data-bbox="779 611 2020 738">3. The 'off-desk' casework team manage a caseload of more complex, and formal ER cases. Typically, this includes any case that may arise in dismissal or a final written warning, any gross misconduct or incompetence case, employment tribunal cases and all resolving workplace issues.</li></ol>

<p><b>Please explain the new/changed service/policy/project</b></p>	<p>Full details of the proposed changes are currently still to be determined however the following is an overview of the changes that are expected:</p> <ul style="list-style-type: none"> <li>• A review of the resource that is provided to Council Departments including a reduction of 1 fte in the budgeted resource; the HCC proportion of the team currently consists of 4.8 fte and this would represent a 22% reduction.</li> <li>• This will be achieved through an organisational design review process that will determine the core purpose and remit of the team including what level of cases are not supported by the team or are done differently to reduce demand.</li> <li>• It will include a review of the advice and support that is provided to line managers on absence / attendance cases; ensuring that all queries and simple attendance cases can be managed without needing to refer the matter to HR</li> <li>• HR Ops to no longer attend first level absence case hearings and / or equivalent activities; including consideration of removing the helpdesk telephone number.</li> </ul> <p><b>As further changes become apparent the EIA will be updated accordingly.</b></p>
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## Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

**Has any pre-consultation engagement been carried out?**

No

**Describe the consultation or engagement you have performed or are intending to perform.**

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

This will be undertaken as part of the Organisational Design Review.

**Section two: Assessment**

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

**Table 1 Impact Assessment**

## Corporate Services EIAs

## Appendix 8

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age			✓			Staff
Disability		✓				Staff
Gender reassignment		✓				Staff
Pregnancy and maternity		✓				Staff
Race		✓				Staff
Religion or belief		✓				Staff
Sex			✓			Staff
Sexual orientation		✓				Staff
Marriage & civil partnership		✓				Staff
Poverty		✓				Staff
Rurality		✓				Staff

**Table 2 Geographical impact**

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	Yes
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No

Test Valley	No
Winchester	No

### **Section three: Equality Statement**

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

**Table 3 Consideration of and explanation for neutral or low negative impacts**

<b>Protected characteristic</b>	<b>Brief explanation of why this has been assessed as having neutral or low negative impact</b>
Age	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. Whilst the team is weighted towards younger members of staff the implementation of these changes will not have a detrimental impact on anyone because of their age and will be achieved through voluntary means or natural staff turnover. We do not envisage a negative impact on service users in relation to this protected characteristic.
Disability	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. The proposed changes will not negatively impact on those members of staff with a disability as we will be able to put in place workplace adjustments where appropriate to do so. If casework relates to an individual with a disability the manager will not be supported at the first stage but this will apply to all staff/service users and managers in the same way.
Gender Reassignment	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. As above it is possible that casework will relate to someone who had undergone Gender Reassignment but it will not impact them any differently to staff/service users who have not.

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Pregnancy and Maternity	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. The team will apply the Council's maternity policy and backfill arrangements would be put in place as appropriate whilst a member of staff is on maternity leave. Casework may be linked to pregnancy or maternity however the change in process will apply to all staff/service users regardless of the reason for the casework or characteristic.
Race	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. As with the other protected characteristics referenced so far, casework may be raised by those of different races or may be linked to issues of race but the process being applied will be consistent across the whole workforce and therefore no exceptional impact is expected in relation to this characteristic for service users.
Religion or Belief	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. Case work can be linked to religion or belief either directly or indirectly however the changed process will apply to all staff/service users and all cases regardless of context which should avoid discrimination.
Sex	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic. Whilst the team is weighted towards female members of staff the implementation of these changes will not have a detrimental impact on anyone because of their gender and we expect them to be achieved through voluntary means or natural staff turnover. Casework can relate to this protected characteristic, but the process will be applied consistently, regardless of the circumstances of the individual/service user.
Sexual Orientation	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. As with above protected characteristics, cases could be linked to this, but we do not envisage any greater impact on this community of staff/service users or managers than any other.



Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Marriage and Civil Partnership	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. We do not envisage any negative impact on our service users.
Poverty	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff/service users due to issues of poverty.
Rurality	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff/service users due to rurality.

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

**Table 4 Explanation and mitigation for medium and high impacts**

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain in table 5.

**Table 5 Consideration of and explanation for positive impacts**

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

#### Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
  - The policy, service review, scheme or practice may be paused or stopped
  - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
  - Consider undertaking consultation/re-consulting<sup>1</sup>.
  - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
  - Carry out a subsequent impact severity assessment following mitigating actions.

#### Box 1

Please set out any additional information which you think is relevant to this impact assessment:

The anticipated changes are expected to be achieved through voluntary means or natural staff turnover.

#### Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

N/A
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Name of SP23 proposal:	SP23 Opportunity Reference:
Occupational Health (OH)	<b>EIA HR-02</b> HR, OD, Communications & Engagement 2021.04.15

## EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Andy Bailey	HR, OD, Communications and Engagement	Head of HR Ops	<a href="mailto:andy.bailey@hants.gov.uk">andy.bailey@hants.gov.uk</a>	07837 894673	15.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	<a href="mailto:stephanie.randall@hants.gov.uk">stephanie.randall@hants.gov.uk</a>	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications and Engagement	Engagement and Equality Officer	<a href="mailto:gail.tong@hants.gov.uk">gail.tong@hants.gov.uk</a>	03707 798170	11.08.2021	

## Section one – information about the service and service change

<b>Service affected</b>	HR Operations & Occupational Health
<b>Please provide a short description of the service / policy/project/project phase</b>	The <b>Occupational Health (OH) Clinical team</b> is part of the wider OH service. It provides expert OH advice to managers following referral of a member of staff for an attendance or health related matter. This includes advice on:

	<ul style="list-style-type: none"> <li>• Workplace adjustments and support</li> <li>• Return to work plans</li> <li>• Capability issues impacting upon performance</li> <li>• And signposting to other services where appropriate; H&amp;S, NHS etc.</li> </ul>
<p><b>Please explain the new/changed service/policy/project</b></p>	<p>Full details of the proposed changes are currently still to be determined however the following is an overview of the changes that are expected:</p> <ul style="list-style-type: none"> <li>• A review of the baseline OH Clinical support that is provided to Council Departments including a reduction of 1 fte in the budgeted resource; the team currently consists of 9 fte and this would represent a 11% reduction.</li> <li>• This will be achieved through an organisational design review process that will determine the core purpose and remit of the team</li> <li>• This will include determining what referrals are dealt with through the provision of advice and support following self-assessment or dealt with as a manager query rather than a face2face OH appointment; currently the majority of all referrals are seen in person regardless of the complexity of the case.</li> <li>• Managing the demand in a different way will increase the productivity of the team and enable the headcount reduction to be achieved without impacting the quality of the advice that is provided and the ability of managers to manage absence and attendance cases.</li> </ul> <p>As further changes become apparent the EIA will be updated accordingly.</p>

**Engagement and consultation**

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

No
<p><b>Describe the consultation or engagement you have performed or are intending to perform.</b> Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.</p>
<p>This will be undertaken as part of the Organisational Design Review and will comply with HR Policies and processes as relevant and necessary.</p>

### **Section two: Assessment**

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

### **Table 1 Impact Assessment**

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				Staff
Disability		✓				Staff
Gender reassignment		✓				Staff
Pregnancy and maternity		✓				Staff
Race		✓				Staff
Religion or belief		✓				Staff
Sex			✓			Staff
Sexual orientation		✓				Staff
Marriage & civil partnership		✓				Staff
Poverty		✓				Staff
Rurality		✓				Staff

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	Yes
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

**Section three: Equality Statement**



For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

**Table 3 Consideration of and explanation for neutral or low negative impacts**

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. The workforce profile does not indicate that a particular age group would be negatively impacted by these changes. Service users are unlikely to be impacted due to this protected characteristic.
Disability	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. The proposed changes will not negatively impact on those members of staff with a disability as we will be able to put in place workplace adjustments where appropriate to do so. Staff with health issues relating to a disability will be impacted by the change in the same way as all other staff. We do not anticipate a negative impact on service users with a disability.
Gender Reassignment	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. Staff with health issues relating to gender reassignment or unrelated will be impacted in the same way as all other staff. We do not envisage a negative impact on service users.
Pregnancy and Maternity	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. The team will apply the Council's maternity policy and backfill arrangements would be put in place as appropriate whilst a member of staff is on maternity leave. Service users with pregnancy or maternity related ill health will be impacted by the changes along with all other service users.

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Race	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. We do not envisage any negative impact on service users protected by this characteristic.
Religion or Belief	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. We do not envisage an impact on service users.
Sex	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic. Whilst the team is weighted towards female members of staff the implementation of these changes will not have a detrimental impact on anyone because of their gender and we expect it to be achieved through voluntary means or natural staff turnover. We do not envisage an impact on service users.
Sexual Orientation	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. We do not envisage an impact on service users.
Marriage and Civil Partnership	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. We do not envisage an impact on service users.
Poverty	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff in the team or service users.
Rurality	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff or service users.

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

#### Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
  - The policy, service review, scheme or practice may be paused or stopped
  - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
  - Consider undertaking consultation/re-consulting<sup>7</sup>.

- If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
- Carry out a subsequent impact severity assessment following mitigating actions.

**Box 1**

Please set out any additional information which you think is relevant to this impact assessment:

The anticipated changes are expected to be achieved through voluntary means or natural staff turnover.

**Box 2**

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

N/A

Name of SP23 proposal:	SP23 Opportunity Reference:
HR Organisational Change	<b><i>EIA HR-04</i></b> HR, OD, Communications & Engagement 2021.04.15

**EIA writer(s) and authoriser**

No.	Name	Department	Position	Email address	Phone number	Date	Issue

1	Report Writer(s)	Andy Bailey	HR, OD, Communications and Engagement	Head of HR Ops	<a href="mailto:andy.bailey@hants.gov.uk">andy.bailey@hants.gov.uk</a>	07837 894673	15.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	<a href="mailto:stephanie.randall@hants.gov.uk">stephanie.randall@hants.gov.uk</a>	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications and Engagement	Engagement and Equality Officer	<a href="mailto:gail.tong@hants.gov.uk">gail.tong@hants.gov.uk</a>	03707 798170	11.08.2021	

### Section one – information about the service and service change

<b>Service affected</b>	HR Operations & Occupational Health
<b>Please provide a short description of the service / policy/project/project phase</b>	<p>The <b>Organisational Change</b> team project manage business reorganisation, TUPE transfer and redundancy transformation and change programmes across the partners excluding schools. Change projects vary in both scale and complexity and range from:</p> <ul style="list-style-type: none"> <li>• Change of Work base</li> <li>• Site closure</li> <li>• Deletion of post</li> <li>• Redundancy Compulsory (CR) / Voluntary (VR)</li> <li>• Transformation</li> <li>• TUPE In / Out</li> </ul>

<p><b>Please explain the new/changed service/policy/project</b></p>	<p>Full details of the proposed changes are currently still to be determined however the following is an overview of the changes that are expected:</p> <ul style="list-style-type: none"> <li>• A review of the baseline Org Change support that is provided to Council Departments including a reduction of 1 full-time equivalent (FTE) in the budgeted resource; the HCC proportion of the team currently consists of 5.25 FTE and this would represent a 19% reduction.</li> <li>• This will be achieved through an organisational design review process that will determine the core purpose and remit of the team including what change activities are not supported by the team or are done differently to reduce demand.</li> <li>• The review will determine the baseline 'business as usual' capacity of the team; this will require robust planning and prioritisation methodology that is used with departments to ensure that the team can operate within the reduced resource envelope and deliver the agreed work programme.</li> <li>• It is envisaged that any future demand that exceeds the resource envelope or which are out of scope of the team's remit would need to be funded by departments.</li> </ul> <p>As further changes become apparent the EIA will be updated accordingly.</p>
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**Engagement and consultation**

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

<p><b>Has any pre-consultation engagement been carried out?</b></p>
<p>No</p>

**Describe the consultation or engagement you have performed or are intending to perform.**

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

This will be undertaken as part of the Organisational Design Review.

**Section two: Assessment**

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

**Table 1 Impact Assessment**

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				Staff
Disability		✓				Staff

Corporate Services EIAs

Appendix 8

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Gender reassignment		✓				Staff
Pregnancy and maternity		✓				Staff
Race		✓				Staff
Religion or belief		✓				Staff
Sex			✓			Staff
Sexual orientation		✓				Staff
Marriage & civil partnership		✓				Staff
Poverty		✓				Staff
Rurality		✓				Staff



**Table 2 Geographical impact**

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	Yes
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No

Winchester	No
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### **Section three: Equality Statement**

**For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.**

**Table 3 Consideration of and explanation for neutral or low negative impacts**

<b>Protected characteristic</b>	<b>Brief explanation of why this has been assessed as having neutral or low negative impact</b>
Age	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. The workforce profile does not indicate that a particular age group would be negatively impacted by these changes.
Disability	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. The proposed changes will not negatively impact on those members of staff with a disability as we will be able to put in place workplace adjustments where appropriate to do so. The impact on the wider workforce will also be neutral and colleagues with disabilities will not be impacted differently than others.
Gender Reassignment	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic either in terms of the change team itself or the wider workforce.

Pregnancy and Maternity	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. The team will apply the Council's maternity policy and backfill arrangements would be put in place as appropriate whilst a member of staff is on maternity leave. Neither those in the team or those in the wider workforce will be negatively impacted.
Race	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. This relates to staff within the team but also the wider workforce and managers for whom the casework team provide a service.
Religion or Belief	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. As with the other characteristics, we cannot see a reason why staff of any particular religion or belief, either in the team or part of the wider workforce would be impacted.
Sex	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic. Whilst the team is weighted towards female members of staff the implementation of these changes will not have a detrimental impact on anyone because of their gender and we expect it to be achieved through voluntary means or natural staff turnover. In terms of the wider workforce, we do not envisage any negative impact.
Sexual Orientation	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic either for those in the change team or in the wider workforce.
Marriage and Civil Partnership	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. Likewise, we do not envisage an impact for the team or the wider service users.
Poverty	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. Clearly for the team any loss of job would impact on overall wealth of the individual or family in the short term. For the wider service we see no impact.

Rurality	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity.
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For all characteristics marked as either having a 'medium negative' or 'high negative', please complete the table 4:

**Table 4 Explanation and mitigation for medium and high impacts**

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

**Table 5 Consideration of and explanation for positive impacts**

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

**Further actions and recommendations to consider:**

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
  - The policy, service review, scheme or practice may be paused or stopped

- The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
- Consider undertaking consultation/re-consulting<sup>8</sup>.
- If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
- Carry out a subsequent impact severity assessment following mitigating actions.

### Box 1

Please set out any additional information which you think is relevant to this impact assessment:

The anticipated changes are expected to be achieved through voluntary means or natural staff turnover.

### Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

N/A

Name of SP23 proposal:	SP23 Opportunity Reference:
Leadership and Management Development	<b>EIA HR-05</b> HR, OD, Communications & Engagement 2021.04.15

### EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Andy Bailey	HR, OD, Communications and Engagement	Head of HR Ops	<a href="mailto:andy.bailey@hants.gov.uk">andy.bailey@hants.gov.uk</a>	07837 894673	15.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	<a href="mailto:stephanie.randall@hants.gov.uk">stephanie.randall@hants.gov.uk</a>	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications and Engagement	Engagement and Equality Officer	<a href="mailto:gail.tong@hants.gov.uk">gail.tong@hants.gov.uk</a>	03707 798170	11.08.2021	

### Section one – information about the service and service change

<b>Service affected</b>	Leadership and Management Development
<b>Please provide a short description of the service / policy/project/project phase</b>	Currently described on the SP23 plan as: Organisation Development - Changes to operating model to drive out further efficiencies and reduce demand on services. This will include streamlining business processes and systems, supporting Leadership and

	<p>Organisation Development activities, and removal of any duplication across HR more widely.</p> <p>In terms of what is proposed, the Leadership and Management Development Team provide Leadership and Management Development (including support for corporate change programmes) across Hampshire County Council (HCC) and Hampshire Constabulary (HC). This proposal looks only at the services provided into HCC.</p> <p>Leadership and Management Development services include:</p> <ul style="list-style-type: none"> <li>• Design and Build of digital learning (i.e eLearning courses and content for use in 'virtual classrooms)</li> <li>• Design and Delivery of Leadership and Management Development Programmes (i.e Firefly and TLP)</li> <li>• Design and delivery of a range of 'open courses' across HCC</li> <li>• Bespoke and departmental specific support for leadership and cultural change</li> <li>• Maintenance of the Learning Management System deployed across HCC</li> <li>• Various administrative and support activities to enable the delivery of the above</li> </ul>
<p><b>Please explain the new/changed service/policy/project</b></p>	<p>Full details of proposed changes are currently still to be determined however the following changes are expected:</p> <ul style="list-style-type: none"> <li>• A review of the organisation design of the whole Leadership and Management function is on-going with one of the main aims being to simplify processes, particularly in relation to the planning, oversight of and administrative of learning interventions.</li> <li>• A review and re-organisation of the Learning Management System (LMS) team – team size and structure were established when the LMS was introduced to HCC and now the system is embedded there are known current efficiencies to be created and anticipated further efficiencies in the next 12-18 months.</li> </ul> <p>As further changes become apparent the EIA will be updated accordingly.</p>

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## Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

### Has any pre-consultation engagement been carried out?

Yes, on an informal basis
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### Describe the consultation or engagement you have performed or are intending to perform.

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

<p>The approach we have taken to the review of the Organisation Design of our Leadership and Management Development function has been one of 'co-creation' which has meant an ongoing process of engagement has been active for the past 6 months and will continue until the new design is agreed and in the implementation phases complete.</p>
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<p>The Leadership and Management Development Senior Leadership Team have been actively involved in the organisation design work throughout and have been encouraged to fully brief their teams at every stage of the process.</p>
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A 'design group' has been established, made up of a cross section of the WFD team (all grades and teams represented) to mirror the organisation design work that the Leadership and Management Development Senior Leadership Team are undertaking. In establishing the Design Group, whilst our primary concern was the representation of all grades and teams, we did also review to support the demographic of the group being as representative as possible of the wider demographic of the Leadership and Management Development function.

The SLT and the design group have been encouraged to discuss the work they undertake with their peers and teams openly and essentially these two groups are forming a feedback loop to each other at each stage of the organisation work.

In addition, a number of 'all staff' briefings have been held to engage the wider team on the work that is on-going.

At this stage we are just completing the early stages of the design work so the specific details of potential changes have not been fully communicated or engaged upon however over the coming weeks engagement is planned to this end. From that point forward the more detailed design work will begin and so engagement will become more focussed and specific.

### **Section two: Assessment**

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

### **Table 1 Impact Assessment**

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age			✓			Staff
Disability		✓				Staff
Gender reassignment		✓				Staff
Pregnancy and maternity		✓				Staff
Race		✓				Staff
Religion or belief		✓				Staff
Sex			✓			Staff
Sexual orientation		✓				Staff
Marriage & civil partnership		✓				Staff
Poverty			✓			Staff
Rurality		✓				Staff

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	Yes
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

**Section three: Equality Statement**

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

**Table 3 Consideration of and explanation for neutral or low negative impacts**

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	<p>The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity however there is a younger (under 30 years of age) demographic in the team's most likely to be impacted by the organisation design changes which we will monitor as we progress the work into the implementation phase.</p> <p>It is possible that the changes could have a negative impact on good relations between leadership and the wider staff group however the open and engaging approach being undertaken to the changes is hoped to mitigate against this.</p>
Disability	<p>The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic.</p> <p>It is possible that the changes could have a negative impact on good relations between leadership and the wider staff group however the open and engaging approach being undertaken to the changes is hoped to mitigate against this.</p>
Gender Reassignment	<p>The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic.</p> <p>It is possible that the changes could have a negative impact on good relations between leadership and the wider staff group however the open and engaging approach being undertaken to the changes is hoped to mitigate against this.</p>

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Pregnancy and Maternity	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic. Staff currently on maternity leave have been invited to all full staff briefings and managers have been encouraged to keep staff informed throughout maternity leave where relevant. There are known examples of individuals choosing to attend workshops whilst on maternity or shared parental leave. It is possible that the changes could have a negative impact on good relations between leadership and the wider staff group however the open and engaging approach being undertaken to the changes is hoped to mitigate against this.
Race	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic. It is possible that the changes could have a negative impact on good relations between leadership and the wider staff group however the open and engaging approach being undertaken to the changes is hoped to mitigate against this.
Religion or Belief	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic. It is possible that the changes could have a negative impact on good relations between leadership and the wider staff group however the open and engaging approach being undertaken to the changes is hoped to mitigate against this.
Sex	The organisation design work will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of gender, however the demographic in the team's most likely to be impacted by the changes is weighted towards females (with one of the teams entirely female) and so we will keep this under review as we move into the implementation phases.
Sexual Orientation	There are no anticipated issues in relation to sexual orientation and we do not expect our organisation design work to either eliminate discrimination or contribute to advancing equality of opportunity.
Marriage and Civil Partnership	As with the above, we do not anticipate any issues in relation to this protected characteristic either in terms of eliminating discrimination or contributing to advancing equality of opportunity.

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Poverty	There are no anticipated impacts in relation to poverty. That said we are aware that in some of the teams most likely to be impacted the grades of staff are generally lower which could have a knock-on impact on the financial well-being of some members of the team.
Rurality	There are no anticipated impacts in relation to rurality.

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

**Table 4 Explanation and mitigation for medium and high impacts**

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

**Table 5 Consideration of and explanation for positive impacts**

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

**Further actions and recommendations to consider:**

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
  - The policy, service review, scheme or practice may be paused or stopped
  - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
  - Consider undertaking consultation/re-consulting<sup>9</sup>.
  - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
  - Carry out a subsequent impact severity assessment following mitigating actions.

**Box 1****Please set out any additional information which you think is relevant to this impact assessment:**

We are mindful that the organisation design work that we are undertaking, and which will ultimately lead to efficiencies have the potential to impact on the positive relationships within the Leadership and Management Development function and indeed more broadly across the HR+OD profession. Our commitment to co-creation and high levels of engagement throughout this work should mitigate against this risk but we remain thoughtful none the less.

For some of the team most likely to be impacted, such as the LMS team, we believe that the changes have the potential to improve CPD and wider career opportunities for staff within that area and staff have echoed this belief directly.

In other teams there are concerns the potential changes may diminish their prospects or their professional identity (for example in relation to 'project' staff) and we are paying particular attention to this issue to ensure our rationale and messaging is clear in relation to 'why' changes are occurring but also in terms of watching our own biases or perceptions as this work progresses.

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**Box 2**

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

N/A
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<b>Name of SP23 proposal:</b>	<b>SP23 Opportunity Reference:</b> Please use this structure as a reference for your EIA:
Communications and Engagement	<b><i>EIA CE-01</i></b> HR, OD, Communications & Engagement 2021.06.21

### EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Antonia Perkins	HR, OD, Communications & Engagement	Head of Communication & Engagement	<a href="mailto:antonia.perkins@hants.gov.uk">antonia.perkins@hants.gov.uk</a>	0370 779 7390	21.06.2021	
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	<a href="mailto:stephanie.randall@hants.gov.uk">stephanie.randall@hants.gov.uk</a>	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	<a href="mailto:gail.tong@hants.gov.uk">gail.tong@hants.gov.uk</a>	03707 798170	11.08.2021	

### Section one – information about the service and service change

<b>Service affected</b>	Communications & Engagement
<b>Please provide a short description of the service / policy/project/project phase</b>	Provision of insight & engagement, corporate communication and marketing services to HCC departments.

<b>Please explain the new/changed service/policy/project</b>	<p>Redistribute historically unallocated funding from P&amp;R Grant budget to Communications &amp; Engagement core funding.</p> <p>Use of historically unallocated funding will mitigate against minimal levels of core service levels being reduced.</p>
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### **Engagement and consultation**

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

**Has any pre-consultation engagement been carried out?**

No

**Describe the consultation or engagement you have performed or are intending to perform.**

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

N/A

### **Section two: Assessment**

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below, as shown in the example.

If an overview assessment of due regard is appropriate, please go to box 2.

**Table 1 Impact Assessment**

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				N/A
Disability		✓				N/A
Gender reassignment		✓				N/A
Pregnancy and maternity		✓				N/A
Race		✓				N/A
Religion or belief		✓				N/A
Sex		✓				N/A
Sexual orientation		✓				N/A

<b>Marriage &amp; civil partnership</b>		✓				N/A
<b>Poverty</b>		✓				N/A
<b>Rurality</b>		✓				N/A

**Table 2 Geographical impact**

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	No
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No

Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

### Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

**Table 3 Consideration of and explanation for neutral or low negative impacts**

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All	The budget which will be used to support the CES SP23 savings target has been historically unallocated from the Policy and Resources budget, and so no groups of residents or members of staff will be disadvantaged by this proposal.

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

**Table 4 Explanation and mitigation for medium and high impacts**

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to	Short explanation of mitigating actions
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		identify geographical area(s)	
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

**Table 5 Consideration of and explanation for positive impacts**

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

**Further actions and recommendations to consider:**

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
  - The policy, service review, scheme or practice may be paused or stopped
  - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
  - Consider undertaking consultation/re-consulting<sup>10</sup>.
  - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
  - Carry out a subsequent impact severity assessment following mitigating actions.

**Box 1**

Please set out any additional information which you think is relevant to this impact assessment:

N/A

**Box 2**

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

This proposal will have a neutral impact on all protected characteristics, as no groups of residents or staff will be affected.

## Law & Governance

<b>Name of SP23 proposal:</b>	<b>SP23 Opportunity Reference:</b> Please use this structure as a reference for your EIA:
Legal Services – Commercial Contracts	<b>EIA LG-01, LG-02</b> Law and Governance 2021.05.10

### EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	David Kelly	Law & Governance	Head of Legal	<a href="mailto:david.kelly@hants.gov.uk">david.kelly@hants.gov.uk</a>	0370 7791283	10.05.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	<a href="mailto:stephanie.randall@hants.gov.uk">stephanie.randall@hants.gov.uk</a>	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	<a href="mailto:gail.tong@hants.gov.uk">gail.tong@hants.gov.uk</a>	03707 798170	11.08.2021	

### Section one – information about the service and service change

<b>Service affected</b>	Legal Services - Commercial Contracts and Procurement Team
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<b>Please provide a short description of the service / policy/project/project phase</b>	Savings proposals LG-01 and LG-02 relate to managing the demand for the services of the Commercial Contracts and Procurement Team by redefining the working relationship between the team and the Strategic Procurement Team and changing the value of contracts where departments are obliged to seek legal advice contract terms and conditions.
<b>Please explain the new/changed service/policy/project</b>	The team have been developing a new way of working with Strategic Procurement over the past two years which has reduced the need for legal input at various stages of the procurement process. This reduction in demand will enable the team to reduce it size by deleting vacant posts to generate savings. Beyond that, demand will be further reduced by changing the value of contracts which require legal advice on the terms and conditions. This released capacity will be used to generate external income.

## Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

**Has any pre-consultation engagement been carried out?**

No

**Describe the consultation or engagement you have performed or are intending to perform.**

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

None

**Section two: Assessment**

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below, as shown in the example.

If an overview assessment of due regard is appropriate, please go to box 2.

**Table 1 Impact Assessment**

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				N/A
Disability		✓				N/A
Gender reassignment		✓				N/A

Pregnancy and maternity		✓				N/A
Race		✓				N/A
Religion or belief		✓				N/A
Sex		✓				N/A
Sexual orientation		✓				N/A
Marriage & civil partnership		✓				N/A
Poverty		✓				N/A
Rurality		✓				N/A

**Table 2 Geographical impact**

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	No

Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

### Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

### **Table 3 Consideration of and explanation for neutral or low negative impacts**

<b>Protected characteristic</b>	<b>Brief explanation of why this has been assessed as having neutral or low negative impact</b>
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All	Proposals relate to internal processes and efficiencies only, which are not expected to have any impact on groups with protected characteristics.
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For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

**Table 4 Explanation and mitigation for medium and high impacts**

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

**Table 5 Consideration of and explanation for positive impacts**

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

**Further actions and recommendations to consider:**

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
  - The policy, service review, scheme or practice may be paused or stopped

- The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
- Consider undertaking consultation/re-consulting<sup>11</sup>.
- If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
- Carry out a subsequent impact severity assessment following mitigating actions.

### Box 1

Please set out any additional information which you think is relevant to this impact assessment:

N/A

### Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

The proposals relate to internal processes and efficiencies and as such have no equalities impacts. Existing vacant post(s) will be deleted, and increased income will not impact on staff or the public.

<b>Name of SP23 proposal:</b>	<b>SP23 Opportunity Reference:</b> Please use this structure as a reference for your EIA:
Legal Services – General savings (reduce printing and other general expenditure)	<b>EIA LG-03</b> Law and Governance 2021.05.10

### EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	David Kelly	Law & Governance	Head of Legal	<a href="mailto:david.kelly@hants.gov.uk">david.kelly@hants.gov.uk</a>	0370 7791283	10.05.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	<a href="mailto:stephanie.randall@hants.gov.uk">stephanie.randall@hants.gov.uk</a>	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	<a href="mailto:gail.tong@hants.gov.uk">gail.tong@hants.gov.uk</a>	03707 798170	11.08.2021	

### Section one – information about the service and service change

<b>Service affected</b>	Legal Services
<b>Please provide a short description of the service / policy/project/project phase</b>	Savings proposal LG-03 relates to the greater use of technology to reduce printing, travel and courier costs.

<b>Please explain the new/changed service/policy/project</b>	The County Council's adoption of flexible working and the greater use of Teams along with a new case management system will enable the service to reduce printing, travelling and courier costs.
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### Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

**Has any pre-consultation engagement been carried out?**

No

**Describe the consultation or engagement you have performed or are intending to perform.**

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

None

### **Section two: Assessment**

Carefully and consciously consider the impacts of the proposed change.



Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below, as shown in the example.

If an overview assessment of due regard is appropriate, please go to box 2.

**Table 1 Impact Assessment**

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				N/A
Disability		✓				N/A
Gender reassignment		✓				N/A
Pregnancy and maternity		✓				N/A
Race		✓				N/A
Religion or belief		✓				N/A
Sex		✓				N/A
Sexual orientation		✓				N/A

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Marriage & civil partnership		✓				N/A
Poverty		✓				N/A
Rurality		✓				N/A

**Table 2 Geographical impact**

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	No
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No

Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

### Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

**Table 3 Consideration of and explanation for neutral or low negative impacts**

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All	Proposals relate to internal efficiencies only, which are not expected to have any impact on groups with protected characteristics.

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

**Table 4 Explanation and mitigation for medium and high impacts**

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

**Table 5 Consideration of and explanation for positive impacts**

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

**Further actions and recommendations to consider:**

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
  - The policy, service review, scheme or practice may be paused or stopped
  - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
  - Consider undertaking consultation/re-consulting<sup>12</sup>.
  - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
  - Carry out a subsequent impact severity assessment following mitigating actions.

**Box 1**

Please set out any additional information which you think is relevant to this impact assessment:

N/A

**Box 2**

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

The proposals relate to internal processes and efficiencies and as such have no equalities impacts.

<b>Name of SP23 proposal:</b>	<b>SP23 Opportunity Reference:</b> Please use this structure as a reference for your EIA:
Legal Services – General Income Generation	<b><i>EIA LG-04, LG-05</i></b> Law and Governance 2021.05.10

### EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Paul Hodgson	Law & Governance	Deputy Head of Legal	<a href="mailto:paul.hodgson@hants.gov.uk">paul.hodgson@hants.gov.uk</a>	078255 774286	10.05.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	<a href="mailto:stephanie.randall@hants.gov.uk">stephanie.randall@hants.gov.uk</a>	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	<a href="mailto:gail.tong@hants.gov.uk">gail.tong@hants.gov.uk</a>	03707 798170	11.08.2021	

### Section one – information about the service and service change

<b>Service affected</b>	Legal Services
<b>Please provide a short description of the service / policy/project/project phase</b>	Hampshire Legal Services (HLS) provides legal support to Hampshire County Council departments. It also provides legal services to a range of other public bodies on a chargeable basis, which generates income (c£3.1m total income and recharges). This income contributes to savings targets.

<b>Please explain the new/changed service/policy/project</b>	<p>SP23 proposal LG-04 involves increasing external income by £130,000.</p> <p>SP23 proposal LG-05 involves increasing charging rates for external/recharged work to increase overall income by c£150,000.</p>
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## Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

### Has any pre-consultation engagement been carried out?

No

### Describe the consultation or engagement you have performed or are intending to perform.

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

No consultation is planned or required as the proposals do not have any direct impacts on front line service delivery. Also, the proposals do not have any impacts on staff, which would require formal consultation.

## Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below, as shown in the example.

If an overview assessment of due regard is appropriate, please go to box 2.

**Table 1 Impact Assessment**

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				N/A
Disability		✓				N/A
Gender reassignment		✓				N/A
Pregnancy and maternity		✓				N/A
Race		✓				N/A
Religion or belief		✓				N/A
Sex		✓				N/A
Sexual orientation		✓				N/A



Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Marriage & civil partnership		✓				N/A
Poverty		✓				N/A
Rurality		✓				N/A

**Table 2 Geographical impact**

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	Yes
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No

Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

### Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

**Table 3 Consideration of and explanation for neutral or low negative impacts**

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All	The proposals have no adverse effects on service users or staff. Additional income will be generated through demand management and process efficiencies to create capacity to deliver additional external work. Charging rates will be increased to ensure full recovery of all direct and indirect overheads.

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

**Table 4 Explanation and mitigation for medium and high impacts**

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

**Table 5 Consideration of and explanation for positive impacts**

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

**Further actions and recommendations to consider:**

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
  - The policy, service review, scheme or practice may be paused or stopped
  - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.

- Consider undertaking consultation/re-consulting<sup>13</sup>.
- If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
- Carry out a subsequent impact severity assessment following mitigating actions.

### Box 1

Please set out any additional information which you think is relevant to this impact assessment:

N/A

### Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

The proposals to increase income do not have any adverse impacts on service users or staff. Additional income will only be generated where there is capacity and where there is no detrimental impact on legal support to HCC. Increases in charging rates are small and intended to ensure full recovery of direct and indirect overhead costs. On this basis, there is no need for a full EIA.

<b>Name of SP23 proposal:</b>	<b>SP23 Opportunity Reference:</b>
Governance – Risk and Information	<b>EIA LG-06</b> Law and Governance 2021.05.10

### EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Peter Andrews	Law & Governance	Head of Information Governance	<a href="mailto:peter.andrews@hants.gov.uk">peter.andrews@hants.gov.uk</a>	03707 791365	10.05.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	<a href="mailto:stephanie.randall@hants.gov.uk">stephanie.randall@hants.gov.uk</a>	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	<a href="mailto:gail.tong@hants.gov.uk">gail.tong@hants.gov.uk</a>	03707 798170	11.08.2021	

### Section one – information about the service and service change

<b>Service affected</b>	The Information Governance team within Law and Governance
<b>Please provide a short description of the service / policy/project/project phase</b>	The Information Governance team provides technical data protection advice to services within the County Council and is responsible for devising and maintaining standards and guidance across the organisation.

<p><b>Please explain the new/changed service/policy/project</b></p>	<p>Management of demand to increase capacity to sell services externally. In particular to consider offering a Data Protection Officer service for schools and Parish Councils.</p> <p>All organisations over a certain size are required to appoint a Data Protection Officer under provisions within UKGDPR. This person must have competency and experience, but may be contracted to the organisation concerned. The SP23 project aims to streamline processes within the County Councils Information Governance team to build the capacity to offer the service of Data Protection Officer to other public bodies, particularly Parish Councils and Schools.</p>
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### Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

**Has any pre-consultation engagement been carried out?**

No

**Describe the consultation or engagement you have performed or are intending to perform.**

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

None

**Section two: Assessment**

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below, as shown in the example.

If an overview assessment of due regard is appropriate, please go to box 2.

**Table 1 Impact Assessment**

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				Both
Disability		✓				Both
Gender reassignment		✓				Both
Pregnancy and maternity		✓				Both
Race		✓				Both
Religion or belief		✓				Both

<b>Sex</b>		✓				Both
<b>Sexual orientation</b>		✓				Both
<b>Marriage &amp; civil partnership</b>		✓				Both
<b>Poverty</b>		✓				Both
<b>Rurality</b>		✓				Both

**Table 2 Geographical impact**

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

<b>Area</b>	<b>Yes / no</b>
All Hampshire	Yes
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No



Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

### Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

**Table 3 Consideration of and explanation for neutral or low negative impacts**

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All	The proposals are not expected to impact on protected characteristics. However, this will be reviewed again as part of any implementation project.

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

**Table 4 Explanation and mitigation for medium and high impacts**

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

**Table 5 Consideration of and explanation for positive impacts**

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

**Further actions and recommendations to consider:**

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
  - The policy, service review, scheme or practice may be paused or stopped
  - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.

- Consider undertaking consultation/re-consulting<sup>14</sup>.
- If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
- Carry out a subsequent impact severity assessment following mitigating actions.

### Box 1

Please set out any additional information which you think is relevant to this impact assessment:

The aim of process change is to have no effect on the level of service provided.

### Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

Due regard has been given to the possible impact of changes in respect of the protected categories as outlined in this assessment. As the assessment has concluded that changes are likely to have a neutral effect it is not considered necessary to undertake a full assessment.

However, consideration of potential impact in terms of protected characteristics will be reviewed again as part of any implementation project to ensure that the impact of any specific changes can be assessed prior to any implementation.