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EXECUTIVE DECISION DAY NOTICE

Executive Member for Policy and Resources Decision Day

Date and Time Tuesday, 28th September, 2021 at 11.00 am

Place Remote Decision Day

Enquiries to members.services@hants.gov.uk

Carolyn Williamson FCPFA
Chief Executive
The Castle, Winchester SO23 8UJ

FILMING AND BROADCAST NOTIFICATION

This decision day is being held remotely and will be recorded and broadcast live via the County Council's website.

AGENDA

DEPUTATIONS

To receive any deputations notified under Standing Order 12.

NON KEY DECISIONS (NON-EXEMPT/NON-CONFIDENTIAL)

1. SAVINGS PROGRAMME TO 2023 – REVENUE SAVINGS PROPOSALS (Pages 3 - 142)

To consider a report of Chief Officers setting out savings proposals for Corporate Services.

ABOUT THIS AGENDA:

On request, this agenda can be provided in alternative versions (such as large print, Braille or audio) and in alternative languages.

ABOUT THIS MEETING:

The press and public are welcome to observe the public sessions of the decision day via the webcast.

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HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Executive Member for Policy and Resources
Date:	28 September 2021
Title:	Savings Programme to 2023 – Revenue Savings Proposals
Report From:	Director of Corporate Operations, Director of HR, OD and Communications & Engagement, and Head of Law and Governance

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Purpose of this Report

1. The purpose of this report is to outline the detailed savings proposals for Corporate Services that have been developed as part of the Savings Programme to 2023 (SP2023) Programme.

Recommendation(s)

2. To approve the submission of the proposed savings options contained in this report and Appendix 1 to the Cabinet.

Executive Summary

3. This report outlines the detailed savings proposals for Corporate Services departments that have been developed as part of the Savings to 2023 (SP2023) Programme. The report also provides details of the Equality Impact Assessments (EIAs) that have been produced in respect of these proposals and highlights where applicable, any key issues arising from the public consultation exercise that was carried out over the summer and how these have impacted on the final proposals presented in this report.
4. The Executive Member is requested to approve the detailed savings proposals for submission to Cabinet in October and then full County Council in November, recognising that there will be further public consultation for some proposals.

Contextual Information

5. Members will be fully aware that the County Council has responded to reductions in public spending, designed to close the structural deficit within the economy, since the first reductions to government grants were applied in 2010/11 and then as part of subsequent Comprehensive Spending Reviews (CSRs).
6. Whilst in more recent years there have been no reductions in government grant to deal with, what small increases there have been have not been sufficient to cover inflationary increases, coupled with a continued (and growing) underfunding for social care demand pressures.
7. One of the key features of the County Council's well documented financial strategy and previous savings programmes has been the ability to plan well in advance, take decisions early and provide the time and capacity to properly implement savings so that a full year impact is derived in the financial year that they are needed albeit elements of more recent programmes have taken longer to deliver as they become more complex.
8. This strategy has enabled the County Council to cushion some of the most difficult implications of the financial changes which have affected the short-term financial viability of some Councils, with eight authorities having been granted exceptional financial support packages by Government in response to unmanageable pressures arising in 2020/21 and 2021/22. Furthermore, the County Council is accounting for the specific financial challenges arising as a result of the Coronavirus pandemic on a non-recurrent basis and expects to meet these challenges within the existing support package from Government, together with funding already set aside for this purpose. This is testament to the strength of the Council's underlying financial position owing to the success of its service transformation agenda and prudent financial management approach.
9. However, Covid-19 has impacted delivery of both the Transformation to 2019 (Tt2019) and Transformation to (Tt2021) programmes, with £45m of outstanding savings still to deliver. Whilst sufficient resources have been set aside to cover this delayed implementation, the need to commence the successor programme will require twin-tracked delivery of change programmes, presenting a significant challenge for services. SP2023 will seek to achieve an additional £80m of savings, bringing the total savings to be delivered over the next two years to £125m and cumulatively to £640m in total.

10. It is recognised that each successive transformation programme is becoming more difficult to deliver as the potential to achieve further permanent cost reductions through early intervention and demand management and prevention approaches is reduced. Given the level of savings already achieved and the shortened timescales for delivery, the SP2023 programme will focus primarily on services that may be reduced or stopped rather than on driving further transformative change, although opportunities for transformation, efficiencies and income generation will of course continue to be pursued.
11. The ongoing impacts of the pandemic continue to present capacity challenges for operational teams and their ability to support transformation programmes has been limited as a result. However, with the acute impacts of the pandemic beginning to recede, existing change programmes in Economy, Transport & Environment, Adults and Children's social care will continue to be progressed alongside delivery of the SP2023 programme.
12. The announcement of a further single year Spending Review covering the period to March 2022 has placed the County Council in a very difficult position in terms of future financial planning. Given the lack of any certainty after this period, the County Council has had no choice but to assume that savings required to meet a two-year gap of at least £80m will be required by April 2023 as we cannot take the risk of delaying the programme until 2024. Furthermore, the financial constraints created by Covid-19 mean that there will be no funding available to cash flow a savings programme beyond April 2023.
13. The business as usual deficit in 2022/23, forecast to be £40.2m, has been provided for and will be drawn from the Budget Bridging Reserve in line with our normal strategy. However, given the current medium-term deficit due to Covid-19 pressures and the resulting financial response package, which uses up all available financial flexibility and still requires significant additional government funding, it is critical that SP2023 is delivered by 1 April 2023.
14. Departments have looked closely at potential opportunities to achieve the required savings and unsurprisingly the exercise has been extremely challenging because savings of £560m have already been driven out over the past eleven years, and the fact that the size of the target (a further 10% reduction in departmental cash limited budgets) requires a complete "re-look"; with previously discounted options potentially having to be re-considered. It has been a significant challenge for all departments to develop a set of proposals that, together, can enable their share of the SP2023 Programme target to be delivered.
15. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks between 7 June and 18 July. The consultation was widely promoted to stakeholders and

residents and asked for their views on ways the County Council could balance its budget in response to continuing pressures on local government funding, and still deliver core public services.

16. The consultation was clear that a range of options would be needed to deliver the required £80m of savings by 2023. Therefore, whilst each option offers a valid way of contributing in part to balancing the budget – plugging the estimated £80m gap in full will inevitably require a combination of approaches. For example, the Information Pack illustrated the amount of savings that would still be required even if council tax was increased by up to 10%. It explained that the £80m estimated budget shortfall took into account an assumed increase in ‘core’ council tax of 1.99% and an increase in the Adult Social Care Precept of 2% in both 2022/23 and 2023/24. The Pack also explained that if central government were to support changing local government arrangements in Hampshire, savings would still take several years to be realised. Residents were similarly made aware that the use of ‘spare’ reserves would only provide a temporary fix, providing enough money to run services for around 14 days.
17. As the consultation feedback confirms, a number of different approaches are likely to still be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:
 - **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children
 - **using reserves carefully** to help meet one-off demand pressures
 - **maximise income generation** opportunities;
 - **lobby central government** for legislative change to enable charging for some services;
 - **minimise reductions and changes to local services** wherever possible, including by raising council tax by 3.99%;
 - consider further the opportunities for **changing local government arrangements** in Hampshire;
 - Consider further the opportunities around **devolution of financial powers** in response to the Government’s County Deal and levelling up agenda.
18. Executive Lead Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals for this report. Responses to the consultation will similarly help to inform the decision making by Cabinet and Full Council in October and November of 2021 on options for delivering a balanced budget up to 2023/24, which the Authority is required by law to do.

19. In addition, Equality Impact Assessments have also been produced for all of the detailed savings' proposals and these together with the broad outcomes of the consultation and the development work on the overall SP2023 Programme have helped to shape the final proposals presented for approval in this report.

Budget Update

20. Members will be aware that 2019/20 represented the final year of the previous multi-year Spending Review period. Single year Spending Reviews were undertaken for 2020 and 2021 due to the significant levels of economic and fiscal uncertainty associated with the UK's departure from the European Union and impacts of the Coronavirus pandemic respectively. The Government's decision to suspend multi-year budget planning and revert to annual spending rounds for most departments means that the prospects for local government finance beyond 2021 remain uncertain.
21. In recent years, significant lobbying of the Government has been undertaken by Hampshire and the wider local government sector in order to ask them to address the financial pressures we are facing and to convince them to provide an early indication of the financial resources available to local authorities over the medium term.
22. At the time of writing, there has been no announcement from the Government regarding the 2021 Spending Round. Members will be briefed on the detail of the Spending Round as part of the updated Medium Term Financial Strategy when available.

Savings Programme to 2023 – Departmental Context/Approach

23. The savings target for Corporate Services is **£4.468m**.
24. Following on from the successful delivery of the Transformation to 2019 and 2021 programmes of efficiency savings, Departmental Management teams have identified a number of further opportunities that will seek to deliver this target.
25. These opportunities have been developed with the intention of further building on previous efficiencies delivered, but also to explore where departments can deliver new savings (and maximise income generation), considering continuing and challenging funding reductions.
26. The proposed savings programme for Corporate Services will focus on the delivery of efficiency savings required by April 2023, but will also continue to build on, and further improve where possible, changes to the delivery of key

support services implemented as part of the Transformation to 2019 and 2021 programmes.

27. However, it is important to note that Corporate Services departments will continue to provide critical support to the wider County Council during the delivery of their own savings programmes.
28. Whilst in relative terms Corporate Services Departments are in quite a strong financial position, pressure continues to build in these areas, especially following the further reduction in the budget for 2021/22.
29. In addition, as a proportion of the savings for Corporate Services will be delivered through a reduction in staff, many of the proposals are likely to result in a change to the way in which other departments receive support from Corporate Services teams.

Corporate Operations:

30. The Corporate Operations department comprises:
 - Finance;
 - Pensions, Investments and Borrowing;
 - Integrated Business Centre (IBC) - providing transactional services such as payroll, payments to suppliers, and resourcing services;
 - Information Technology;
 - Internal Audit;
 - Strategic Procurement.
31. The department has a savings target of **£3.585m**, a proportion of which is expected to be delivered through changes to service operating models which will lead to a reduction in workforce. This could impact the broader County Council through expecting managers to make greater use of self-service and do more for themselves, where this is considered appropriate.
32. However, in addition to providing these services to the County Council, Corporate Operations also shares a number of these with our partners Hampshire Constabulary, Hampshire Fire and Rescue Service, Oxfordshire County Council, and the London Borough of Hammersmith & Fulham, Westminster City Council and Royal Borough of Kensington & Chelsea. Delivering efficiencies within these shared services will benefit all partners including the County Council and remains therefore a focus for the department's future savings strategy along with the potential for the expansion of shared services.

33. Further information on the specific initiatives and proposed changes to deliver the overall savings target is provided in the following paragraphs.
34. **Finance and Pensions** - Further changes will be made to the Finance Service operating model to drive out additional efficiencies, and reduce demand on the service through greater automation, standardisation and self-service for budget managers.
35. In addition, further contributions from new partnerships for pension administration services are expected to further contribute to the delivery of the savings target.
36. Overall, these changes are expected to contribute **£394,000** towards the department's savings programme target for 2023.
37. **Shared Services - Integrated Business Centre (IBC) and Shared Services Transformation** – The County Council will receive a share of the efficiency savings already achieved within the IBC for the Shared Services partnership. Further on-going efficiencies are anticipated through reductions in failure demand, further automation of internal processes, and the removal of non-standard business processes.
38. Through managing demand into the service, as well as maximising potential partnership contributions to support service development programmes of work, it is expected that savings in the region of **£597,000** will be made toward the department's savings programme for 2023.
39. **Information Technology** – A further range of proposals are proposed to deliver savings within the IT service. These include:
- Continuing the consolidation and rationalisation of technology, including asset sweating and reviewing specifications of hardware;
 - Further savings from management of IT's 3rd party supply chain and removal of redundant services and unused software licences;
 - Changes to operating models to drive out further savings, and to more efficiently manage demand into IT;
 - Other operational efficiencies including reducing travel costs, power consumption, accommodation costs.
40. Overall, IT expect to contribute **£2.348m** toward the department's savings target.
41. **Internal Audit** – Through ongoing reviews of the operating model and by optimising available technology to build on the current 'virtual audit' approach

adopted during the pandemic, together with growth of the Southern Internal Audit Partnership, a further **£74,000** will be contributed towards the department's savings target.

42. **Strategic Procurement** – By increasing the amount of income generating work the team undertakes for other local authorities, without the need to increase the size of the team, Strategic Procurement is expected to contribute **£172,000** towards the department's savings programme for 2023.

HR, Organisational Development (OD), Communications and Engagement:

43. The HR, OD and Communications and Engagement department comprises:

- HR Policy & Casework, and Occupational Health;
- Organisation Development and Design – including Leadership and Management development;
- Communications and Engagement, which also includes marketing, advertising, and insight services – e.g., public consultation and engagement, behaviour change research, and corporate performance.

44. The department has a total savings target of **£421,000** by April 2023, a proportion of which is expected to be delivered through changes to service operating models which will lead to a reduction in workforce in some areas. As with other departments within Corporate Services, this is likely to impact the broader County Council with managers being asked to make greater use of self-service and do more for themselves, where this is considered appropriate.

45. **HR Policy & Casework, and Occupational Health** – Changes in the operating model will result in support no longer being provided by the HR Casework team for stage 1 formal absence cases, reducing the demand on the HR helpdesk. In addition, the thresholds for Occupational Health referrals will be reviewed, increasing the use of self-diagnoses and early triage of cases.

46. Together with a small amount of efficiency savings already achieved, and a minor reduction in the HR Organisational Change team, it is expected that savings of **£140,000** will be achieved for these service areas.

47. **Leadership and Management Development** – Changes to the operating model for this service area will drive out further efficiencies and reduce demand on services. This will include streamlining business process and systems and the removal of duplication across the wider department. These

changes are expected to contribute savings in the region of **£148,000** for the department's 2023 savings programme.

48. **Communications and Engagement** – the savings target for this service will be achieved through re-distributing historically unallocated funding from Policy & Resources Grant budget to support core Communications and Engagement expenditure. This will contribute **£133,000** towards the department's savings programme for 2023.

Law and Governance:

- 48.1. The Law and Governance department comprises:

- Legal Services
- Governance and Democratic services.

49. The department has a savings target of **£462,000**. The savings proposals continue with a strategy started in previous cost reduction programmes insofar as it combines further efficiencies from changes to service operating models and increased levels of income from traded services.

50. **Legal Services** – Changes which will reduce demand into Legal services, together with a planned increase in external income and changes to rates charged to external clients and other housekeeping efficiencies, is expected to deliver savings of **£437,000** for the departments savings programme for 2023.

51. **Governance** – savings are expected to be achieved through the further management of demand and increasing capacity to sell services externally. This is expected to contribute a further **£25,000** to the department's savings programme.

Summary Financial Implications

52. The savings target that was set for Corporate Services was £4.468m and the detailed savings proposals that are being put forward to meet this target are contained in Appendix 1.

53. The work already completed to develop these proposals has demonstrated that these are complex in nature and challenging to deliver. Departments will be required to fully develop plans and implement the necessary service changes and ensure that they fully exploit the technical capabilities already invested in through the County Councils Digital strategy.

54. In addition, it is recognised that many of the support services will be required to continue to provide support to other departments across the County Council (for example by Corporate Services to support the delivery of broader Savings Programme 2023) whilst progressing the delivery of their own savings. This consideration is expected to further influence the timing for when some of these proposals will be fully implemented.
55. Departments expect however to be able to support the cost of implementation through cost of change reserves generated from early planning and delivery of savings, including over achievement of Tt2021 savings. As such, the risk of not delivering is considered to be relatively low.

Workforce Implications

56. Appendix 1 also provides information on the estimated number of reductions in staffing as a result of implementing the proposals.
57. Of the **48.0 to 52.0** full-time equivalent (FTE) posts that may be affected, it is anticipated that savings for the majority of these will be achieved through natural turnover within the relevant services and the ending of short-term contracts. The remainder would need to be managed down between now and the implementation date of any changes.
58. The County Council's approach to managing down staff levels in a planned and sensitive way through the use of managed recruitment, redeployment of staff where possible and voluntary redundancy where appropriate will be continued.

Climate Implications

59. Hampshire County Council utilises two decision-making tools to assess the carbon emissions and resilience of its projects and decisions. These tools provide a clear, robust, and transparent way of assessing how projects, policies and initiatives contribute towards the County Council's climate change targets of being carbon neutral and resilient to the impacts of a 2°C temperature rise by 2050. This process ensures that climate change considerations are built into everything the Authority does.
60. Given that this report deals with savings proposals it is difficult to assess any specific climate change impacts at this stage, but assessments will be undertaken for individual proposals, if appropriate as part of the implementation process.

Consultation, Decision Making and Equality Impact Assessments

61. As part of its prudent financial strategy, the County Council has been planning since June 2020 how it might tackle the anticipated deficit in its budget by 2023/24. As part of the MTF5, which was last approved by the County Council in September 2020, initial assumptions have been made about inflation, pressures, council tax levels and the use of reserves. Total anticipated savings of £80m are required and savings targets were set for departments as part of the planning process for balancing the budget.
62. The proposals in this report represent suggested ways in which departmental savings could be generated to meet the target that has been set as part of the SP2023 Programme. Individual Executive Members cannot make decisions on strategic issues such as council tax levels and use of reserves and therefore, these proposals, together with the outcomes of the *Serving Hampshire - Balancing the Budget* consultation exercise outlined below, will go forward to Cabinet and County Council and will be considered in light of all the options that are available to balance the budget by 2023/24.
63. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks from 7 June to the 18 July 2021. The consultation was promoted to residents and stakeholders through a range of online and offline channels including: the County Council's website, social media channels, Hampshire Perspectives residents' forum and Your Hampshire e-newsletter; in County Council libraries and buildings and on electronic noticeboards in GP surgeries and healthcare settings; via media releases to the local TV, radio and written press; via targeted social media advertising; and through direct mail contact to a wide range of groups and organisations across Hampshire (such as district and parish councils, schools, voluntary and community sector groups and organisations, service providers), which promoted onward dissemination, as well as response. Information Packs and Response Forms were available in hard copy in standard and Easy Read, with other formats available on request. Comments could also be submitted via email, letter or as comments on social media.
64. The consultation sought residents' and stakeholders' views on several options that could contribute towards balancing the revenue budget, and any alternatives not yet considered – as well as the potential impact of these approaches. The consultation was clear that a range of options would be needed to meet the required £80m savings by 2023. For example, the Information Pack illustrated the amount of savings that would still be required even if council tax was increased by up to 10%.
65. The options were:
- Reducing and changing services;
 - Introducing and increasing charges for some services;
 - Lobbying central government for legislative change;

- Generating additional income;
 - Using the County Council's reserves;
 - Increasing council tax; and
 - Changing local government arrangements in Hampshire.
66. Information on each of the above approaches was provided in an Information Pack. This set out the limitations of each option, if taken in isolation, to achieving required savings. For example, supporting information explained that the £80m estimated budget shortfall took into account an assumed increase in 'core' council tax of 1.99% and an increase in the Adult Social Care Precept of 2% in both 2022/23 and 2023/24. The Pack also explained that if central government were to support changing local government arrangements in Hampshire, savings would still take several years to be realised. Residents were similarly made aware that the use of 'spare' reserves would only provide a temporary fix, providing enough money to run services for around 14 days.
67. Therefore, whilst each option offers a valid way of contributing in-part to balancing the budget – plugging the estimated £80m gap in full will inevitably require a combination of approaches.
68. A total of 2,027 responses were received to the consultation – 1,931 via the Response Forms and 96 as unstructured responses through email, letter and social media.
69. The key findings from consultation feedback are as follows:
- Agreement that the County Council should carry on with its **financial strategy** now stands at 45%, compared with 52% in 2019, and 65% in 2017. This involves targeting resources on the most vulnerable people; planning ahead to secure savings early and enable investment in more efficient ways of working; and the careful use of reserves to help address funding gaps and plug additional demand pressures (e.g. for social care).
 - The data suggests that respondents are concerned about the implications of further service changes and charges and increasingly feel that the solution lies with nation Government.
 - Both data and verbatim comments indicate the respondents want the County Council to **lobby central Government** for further funding and to allow additional charging in a number of areas:
 - 87% agreed with lobbying for additional funding to deliver social care services for adults and children;

- 69% agreed with lobbying for increased central government grant funding for libraries;
 - 66% agreed with updating the 1964 Public Libraries and Museums Act to enable service modernisation;
 - 62% agreed with means testing/ charging for Home to School Transport (HtST);
 - 60% agreed with charging £10 for issuing an Older Person’s Bus Pass;
 - 51% agreed with making change to the charging approach for non-residential social services.
- However, there were exceptions, namely that:
 - Most respondents (52%) did not feel that it would be appropriate to lobby for charges relating to Household Waste Recycling Centre’s (HWRCs);
 - 47% disagreed (compared to 38% who agreed) that councils should be permitted to charge a 25% per journey fare for concessionary travel.
 - A clear majority of respondents (63%) agreed that the County Council should explore further the possibility of changing local government arrangements for Hampshire.
 - No majority view was achieved for any of the other proposals, but the weight of opinion veered slightly towards agreement with:
 - The position that reserves should not be used (48% agreement vs 42% disagreement);
 - That existing service charges could be raised (45% agreement vs 33% disagreement).
- And towards disagreement with:
- Introducing new service charges (47% disagreement vs 41% agreement);
 - Reducing or changing services (49% disagreement vs 36% agreement).
- A slight majority of respondents (52%) preferred that the County Council raise **Council Tax** by less than 3.99%. This compared to 21% of respondents whose first choice was to raise council tax by 3.99% and 27% who would choose an increase of more than 3.99%.
 - Suggestions for income generation most commonly related to charges that the County Council could apply. There was also frequent mention of changes to how Council Tax is collected, delivering efficiencies in Council services, ways that the Council could save costs to its operational budget, and suggestions that the County Council could

improve its return on investments and adopt more commercial practices.

- Around half of respondents specified impacts that they felt would arise should the County Council continue with its financial strategy and approve the proposed options. Almost half of these related to the protected equalities characteristic of age (47%) – most often the effect on children and young people – with impacts on poverty (33%), disability (30%), and rurality (23%) also commonly mentioned. The potential environmental impacts were also noted in a third of the comments submitted (34%). The specific nature of the perceived impacts primarily related to reduction in service quality or availability and the personal financial impacts of increased taxation or charging.
- Efficiency savings were the most common focus of additional suggestions, incorporating staffing, contractor and Member costs, process efficiencies and more effective use of building space.
- The 96 unstructured responses to the consultation, submitted via letter / email or on social media, primarily focussed on the perceived impacts of the proposals, stating concern about reductions to services and the need to focus on reducing costs and lobbying national government for additional funding in preference to raising local taxes.

Proposals following consultation feedback

70. Executive Lead Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals. As the consultation feedback confirms, a number of different approaches are likely to still be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:

- **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children
 - **using reserves carefully** to help meet one-off demand pressures
- **maximise income generation** opportunities;
- **lobby central government** for legislative change to enable charging for some services;
- **minimise reductions and changes to local services** wherever possible, including by raising council tax by 3.99%;
- consider further the opportunities for **changing local government arrangements** in Hampshire;
- Consider further the opportunities around **devolution of financial powers** in response to the Government's County Deal and levelling up agenda.

71. The proposals set out in Appendix 1 have, wherever possible, been developed in line with these principles. For example, maximising our opportunity to grow our sold and traded services (e.g. within Legal Services and Strategic Procurement), or extending our partnership arrangements (e.g. Shared Services – IBC, Pension Services and within Internal Audit).
72. Following the Executive Member Decision Days, all final savings proposals will go on to be considered by the Cabinet and Full Council in October and November – providing further opportunity for the overall options for balancing the budget to be considered as a whole and in view of the consultation findings. Further to ratification by Cabinet and Full Council, some proposals may be subject to further, more detailed consultation.
73. In addition to the consultation exercise, Equality Impact Assessments (EIAs) have been produced for all the savings proposals outlined in Appendix 1 and these have been provided for information in Appendix 2. These will be considered further and alongside a cumulative EIA by Cabinet and Full Council. The cumulative assessment provides an opportunity to consider the multiple impacts across proposals as a whole and, therefore, identify any potential areas of multiple disadvantage where mitigating action(s) may be needed.
74. Together the *Balancing the Budget* consultation and Equality Impact Assessments have helped to shape the final proposals presented for approval in this report.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

Hampshire maintains strong and sustainable economic growth and prosperity:	Yes/No
People in Hampshire live safe, healthy and independent lives:	Yes/No
People in Hampshire enjoy a rich and diverse environment:	Yes/No
People in Hampshire enjoy being part of strong, inclusive communities:	Yes/No

Other Significant Links

Links to previous Member decisions:	
<u>Title</u> Medium Term Financial Strategy Update https://democracy.hants.gov.uk/documents/s53375/MTFS%20-%20Cabinet%20FINAL.pdf	<u>Date</u> Cabinet - 14 July 2020 County Council – 16 July 2020
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>

Section 100 D - Local Government Act 1972 - background documents	
<p>The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)</p>	
<u>Document</u>	<u>Location</u>
None	

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- The need to remove or minimise disadvantages suffered by persons sharing a relevant protected characteristic that are connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic that are different from the needs of persons who do not share it;
- Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

2. Equalities Impact Assessment:

A full Equalities Impact Assessment has been undertaken for each of the savings options and these are included as a separate appendix to this report (Appendix 2).

Corporate Services – Proposed Savings Options (Subject to consultation where appropriate)

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
Corporate Operations						
FIN-01	<p>Finance and Pensions</p> <p>Changes to the operating model to drive out further efficiencies and reduce demand on the service through greater automation, standardisation and self-service for budget managers. Pursuit of increased partnership contributions through the provision of pension administration services to new partners.</p>	<p>This continues changes the operating model started as part of the previous transformation programmes, and which may have an impact on budget managers across departments. However, the phased rollout ensures that there is support available over an extended period to minimise the impact as far as possible, and staff reductions will be managed through natural wastage.</p>	200	394	394	1.0 to 4.0
IBC-01	<p>Shared Services - Integrated Business Centre</p> <p>HCC's share of efficiency savings already achieved and to be released across the Shared Services Partnership in 2021/22.</p> <p>Further on-going partnership efficiencies are anticipated in relation to reductions in failed demand and further automation of internal processes. Savings will be captured on an on-going basis through vacancy management and released as part of the partnership's annual budget setting process.</p>	<p>Release of efficiencies achieved due to on-going automation and compliance with self-service operating model reducing failed demand. HCC receive a proportional share of the overall savings delivered for the partnership (approx. 37%).</p>	230	342	342	0.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	Maximising draws on available partnership contributions to support service development activities, currently underwritten by HCC.					
IBC-02	Shared Services – Integrated Business Centre Ringfenced reduction of 1 FTE in HCC General Enquiries team, delivered through on-going demand management.	Reduced headcount in the HCC General Enquiries team due to demand reduction associated with optimisation of call routing on Touch Point (automatically directing contact to Service Departments) and on-going digital channel shift of the contact model reducing volumes of telephone contact.	19	19	19	1.0
IBC-03	Shared Services - Integrated Business Centre Removal of HCC Legacy Activities not aligned to the IBC standard operating model. 3 key process areas to be addressed in 2021/22: i) Members Grants ii) Energy Payments iii) Care Payments (Foster Care Payments to be addressed in 2022/23).	Planned reduction in the size of the payments team overseeing legacy processes for Hampshire County Council. New processes will be aligned to the standard operating model for payments through standard interfaces with Line of Business Systems, or through the existing 'one-time vendor / No-PO App' as appropriate, utilising the self-service principles of the standard operating model.	50	150	150	13.0
TT-01	Shared Services - Transformation Changes to the operating model reflecting a reduction in demand. Maximisation of available partnership contributions, where	Potential reduction in resources could result in inability to respond flexibly to changing requirements or priorities for support for Shared	0	86	86	1.0 - 2.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	supporting added value programmes and projects to drive delivery of efficiency savings. Additional funding contributions will be sought to support HCC Corporate programmes, as appropriate.	Services, the department or across HCC for Corporate programmes.				
IT-01	IT - Technology Consolidation and Rationalisation Various consolidation, asset sweating, removal of technology and reduced technology specification.	Various consolidation and removal of technology. Some opportunities rely on sweating assets to reduce RCCOs, for example sweating the display screen estate.	293	993	993	0.0
IT-02	IT - Supply Chain efficiency Delivering savings from our 3rd party suppliers through negotiation, removal of redundant services and harvesting of unused software licences.	Reducing external spend with our supply chain through efficiencies, removal of redundant services and driving greater value.	0	270	270	0.0
IT-03	IT - Operating Model Changes Changes to the operating model to drive out further efficiencies and reduce demand on the service. This will include consolidating teams and removing posts automation, chatbots on the Service Desk, and ceasing to take 'How do I' calls.	Various changes to the operating model resulting in staff redundancies. vacancy management will be used wherever possible and appropriate.	361	850	850	22.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
IT-04	IT - Other efficiencies Reducing various budget line as a result of efficiencies and different ways of working. For example, Travel & Subsistence, Data Centre power, alternative lower cost training/digital learning.	Reduced incidental budgets though trend analysis supports the reductions as being achievable and sustainable.	235	235	235	0.0
IA-01	Internal Audit Review of operating model, optimising available technology and building on the virtual audit approach adopted during the pandemic. Supplemented by additional organisations joining the Partnership or realising existing vacancies in the structure.	Cultural change for Partners and SIAP staff of new operating model.	74	74	74	0.0
SP-01	Strategic Procurement Increase the amount of income generating work the team undertakes for other local authorities, without any increase to the size of the team.	Business process efficiencies would enable Strategic Procurement to accommodate the additional workload.	0	172	172	0.0
Sub-total - Corporate Operations			1,462	3,585	3,585	38.0 – 42.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
HR, Organisation Development, Communications and Engagement						
HR-01	<p>HR Casework Team</p> <p>Cease providing HR support for absence cases up to stage 1 formal absence cases (the first formal stage after informal action has concluded and has not led to the required improvement in attendance) which will require the manager to undertake any stage 1 absence cases activities without HR support. The majority of formal cases managed by the helpdesk are absence related. Manager to utilise online resources and guidance to be able to undertake the end-to-end process themselves.</p>	<p>Reduced requirement for HR Advisor support on the HR Helpdesk. Managers required to increase their level of competence and confidence to manage formal stage 1 cases without HR support. This may result in increased senior manager support to less experienced managers.</p>	32	32	32	1.0
HR-02	<p>Occupational Health (OH)</p> <p>Raise threshold for OH referrals with increased self-diagnose, triage and utilisation of the duty line - such that individuals do not always need to be seen by an Occupational Health Adviser (OHA).</p>	<p>Reduced demand on OHAs. Less staff will be seen by OH therefore managers will reduce the opportunity they have for professional input on absence/health management issues in lower risk cases. Individuals may feel that the organisation is less concerned about their well-being than previously, and managers may feel less supported by the organisation to manage absence effectively and well.</p>	38	38	38	1.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
HR-03	HR general Savings already delivered through existing efficiency programmes.	No impact - savings have been achieved.	32	32	32	0.0
HR-04	HR Organisational Change Reduction of 1.0 F grade post within the HR Organisational Change team, on completion of the SP23 programme.	Smaller (by one post) org change team on completion of SP23 HCC programme by Depts.	0	38	38	1.0
HR-05	Leadership and Management Development Changes to operating model to drive out further efficiencies and reduce demand on services. This will include streamlining business processes and systems supporting Workforce Development activities, and removal of duplication across HR more widely.	Minimal impact expected, although there will be a requirement for some new ways of working across the wider team.	148	148	148	5.0
CE-01	Communications and Engagement Redistribute historically unallocated funding from P&R Grant budget to CES core funding.	Use of historically unallocated funding will mitigate against minimal levels of core service levels being reduced.	0	133	133	0.0
Sub-total - HR, Organisation Development, Communications and Engagement			250	421	421	8.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
Law and Governance						
LG-01	Legal Services – Commercial Contracts Raise contract value which requires legal advice under the Constitution to either reduce capacity to make savings or increase income.	Departments would not have to seek legal advice on fewer contracts and Legal would administer fewer contracts. The released capacity could be used to generate external income.	0	50	50	0.0
LG-02	Legal Services - Commercial Contracts Manage demand to allow a vacant post not to be filled. Capacity generated through on-going closer working with Strategic Procurement.	Less capacity to scale up external income generation.	40	80	80	2.0
LG-03	Legal Services - general Reduce printing and other general expenditure costs.	No impact	10	25	25	0.0
LG-04	Legal Services - general Increase external income through generation of new business.	Less capacity available for the County Council.	0	130	130	0.0
LG-05	Legal Services - general Increase charging rates to external clients (current charges of around £1.5 million) and to externally funded projects (current charges	External clients and externally funded projects will be charged more for work delivered by Legal. This will include charges to developers.	77	152	152	0.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	or around £ 200k) to reflect the true cost of delivering Legal services as a result of a more sophisticated analysis of cost.					
LG-06	Governance - Risk & Information Management of demand to increase capacity to sell services externally. In particular to consider offering a DPO service for schools and Parish Councils.	Day to day resource of the County Council would be reduced but capacity would be retained for emergencies.	0	25	25	0.0
Sub-total - Law and Governance			127	462	462	2.0
Total - Corporate Services			1,839	4,468	4,468	48.0 – 52.0

EIAs – see separate document

Corporate Services EIAs

Department	Savings Programme reference(s)	Service Area
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-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

Name of SP23 proposal:	SP23 Opportunity Reference:
Finance and Pensions – Operating Model Changes and Income Generation	EIA –FIN 01 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	rob.carr@hants.gov.uk	0370 779 2647	08.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

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Section one – information about the service and service change

Service affected	Finance and Pensions
Please provide a short description of the service / policy/project/project phase	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. 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.

Please explain the new/changed service/policy/project

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.

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
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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
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
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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-consulting¹.
 - 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.

Name of SP23 proposal:	SP23 Opportunity Reference:
Shared Services - Integrated Business Centre On-going Partnership efficiencies, demand reduction and removal of legacy activities	EIA IBC-01, IBC-02, IBC-03 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	gary.westbrook@hants.gov.uk	0370 779 894	15.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

Section one – information about the service and service change

Service affected	<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> <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</p>
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	<p>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>Please provide a short description of the service / policy/project/project phase</p>	<p>As above.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>Cost savings are to be released from the Integrated Business Centre through:</p> <ul style="list-style-type: none"> - Targeted reductions in failed demand; - Automation of internal processes; - Removal of HCC legacy activities not aligned to the standard operating model. <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
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
Age	Principles of optimising digital channels and the self-service operating model are included within design decisions and service changes. 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.
Disability	
Gender reassignment	
Pregnancy and maternity	
Race	
Religion or belief	
Sex	
Sexual orientation	
Marriage & civil partnership	
Poverty	
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-consulting².
 - 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

Name of SP23 proposal:	SP23 Opportunity Reference:
Shared Services - Transformation	EIA TT-01 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	gary.westbrook@hants.gov.uk	0370 779 894	11.08.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communication s & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communication s & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

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Section one – information about the service and service change

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

Please explain the new/changed service/policy/project

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.

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
Marriage & civil partnership		✓				Staff

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
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	<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>

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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-consulting³.
 - 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"> • Technology Consolidation and Rationalisation • Supply Chain Efficiency • Operating Model Changes • Other Efficiencies 	<i>EIA IT-01, IT-02, IT-03, IT-04</i> 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	simon.williams2@hants.gov.uk	0370 779 7809	09.02.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

Section one – information about the service and service change

Service affected	IT Services
Please provide a short description of the service / policy/project/project phase	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.

Please explain the new/changed service/policy/project

IT Services will deliver efficiencies and savings based on 4 themes:

1. IT01 - The rationalisation, consolidation and extension of the lifecycle of county council's core technology assets
2. IT02 - Savings from our 3rd party supply chain through renegotiation, removal of redundant services and harvesting of unused software licenses.
3. IT03 - Changes to the IT operating model to release posts.
4. IT04 - Other efficiencies such as vacating low usage accommodation, improved data centre power efficiency and lower cost staff training provision.

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
Gender reassignment		✓				Staff
Pregnancy and maternity		✓				Staff
Race		✓				Staff
Religion or belief		✓				Staff
Sex		✓				Staff

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

Area	Yes / 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 rd 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-consulting⁴.
 - 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 proposed changes are mainly technical in nature. Those changes affecting staff will be undertaken in line with Corporate HR policy.

Name of SP23 proposal:	SP23 Opportunity Reference:
Internal Audit – Operating Model	EIA IA-01 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	neil.pitman@hants.gov.uk	07719 4717233	16.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

Section one – information about the service and service change

Service affected	Internal Audit
Please provide a short description of the service / policy/project/project phase	<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>

Please explain the new/changed service/policy/project

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.

The Partnership will also continue to seek new opportunities for building its client portfolio.

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
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	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-consulting⁵.
 - 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

Name of SP23 proposal:	SP23 Opportunity Reference:
Strategic Procurement	EIA SP-01 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	belinda.stubbs@hants.gov.uk	07720 063639	06.05.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

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Section one – information about the service and service change

Service affected	Strategic Procurement
Please provide a short description of the service / policy/project/project phase	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.

Please explain the new/changed service/policy/project

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.

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.

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

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

Area	Yes / 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	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.
Disability	
Gender reassignment	
Pregnancy and maternity	
Race	
Religion or belief	

Sex	
Sexual orientation	
Marriage & civil partnership	
Poverty	
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-consulting⁶.
 - 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 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	EIA – HR-01 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	andy.bailey@hants.gov.uk	07837 894673	15.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications and Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

Section one – information about the service and service change

Service affected	HR Operations & Occupational Health
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<p>Please provide a short description of the service / policy/project/project phase</p>	<ol style="list-style-type: none"> 1. The Casework / Help Desk (HD) team 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. 2. The Helpdesk generally deals with HR queries, low level and less complex tickets or stage 1 formal cases: particularly absence management casework. 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.
<p>Please explain the new/changed service/policy/project</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"> • 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. • 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. • 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 • HR Ops to no longer attend first level absence case hearings and / or equivalent activities; including consideration of removing the helpdesk telephone number. <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

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
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. 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.
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.

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. 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.
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.

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
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-consulting¹.
 - 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:
Occupational Health (OH)	EIA HR-02 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	andy.bailey@hants.gov.uk	07837 894673	15.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications and Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

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Section one – information about the service and service change

Service affected	HR Operations & Occupational Health
Please provide a short description of the service / policy/project/project phase	<p>The Occupational Health (OH) Clinical team 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:</p> <ul style="list-style-type: none"> • Workplace adjustments and support • Return to work plans

	<ul style="list-style-type: none"> • Capability issues impacting upon performance • And signposting to other services where appropriate; H&S, NHS etc.
<p>Please explain the new/changed service/policy/project</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"> • 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. • This will be achieved through an organisational design review process that will determine the core purpose and remit of the team • 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. • 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. <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

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 and will comply with HR Policies and processes as relevant and necessary.

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

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
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.

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low 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. 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-consulting⁷.
 - 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	EIA HR-04 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	andy.bailey@hants.gov.uk	07837 894673	15.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications and Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

Section one – information about the service and service change

Service affected	HR Operations & Occupational Health
Please provide a short description of the service / policy/project/project phase	The Organisational Change 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:

	<ul style="list-style-type: none"> • Change of Work base • Site closure • Deletion of post • Redundancy Compulsory (CR) / Voluntary (VR) • Transformation • TUPE In / Out
<p>Please explain the new/changed service/policy/project</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"> • 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. • 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. • 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. • 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. <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

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

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
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.
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.

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	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-consulting⁸.
 - 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	EIA HR-05 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	andy.bailey@hants.gov.uk	07837 894673	15.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications and Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

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Section one – information about the service and service change

Service affected	Leadership and Management Development
Please provide a short description of the service / policy/project/project phase	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 Organisation Development activities, and removal of any duplication across HR more widely.

	<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"> • Design and Build of digital learning (i.e eLearning courses and content for use in 'virtual classrooms) • Design and Delivery of Leadership and Management Development Programmes (i.e Firefly and TLP) • Design and delivery of a range of 'open courses' across HCC • Bespoke and departmental specific support for leadership and cultural change • Maintenance of the Learning Management System deployed across HCC • Various administrative and support activities to enable the delivery of the above
<p>Please explain the new/changed service/policy/project</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"> • 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. • 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. <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?

Yes, on an informal basis

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.

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.

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.

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

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

Area	Yes / 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>

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
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>
Pregnancy and Maternity	<p>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.</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>
Race	<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>
Religion or Belief	<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
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.
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-consulting⁹.
 - 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.

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: Please use this structure as a reference for your EIA:
Communications and Engagement	EIA CE-01 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	antonia.perkins@hants.gov.uk	0370 779 7390	21.06.2021	
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

Section one – information about the service and service change

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

Please explain the new/changed service/policy/project	<p>Redistribute historically unallocated funding from P&R Grant budget to Communications & 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
Marriage & civil partnership		✓				N/A
Poverty		✓				N/A

Rurality		✓				N/A
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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 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-consulting¹⁰.
 - 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

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA:
Legal Services – Commercial Contracts	<i>EIA LG-01, LG-02</i> 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	david.kelly@hants.gov.uk	0370 7791283	10.05.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

Section one – information about the service and service change

Service affected	Legal Services - Commercial Contracts and Procurement Team
Please provide a short description of the service / policy/project/project phase	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.
Please explain the new/changed service/policy/project	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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All	Proposals relate to internal processes and 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-consulting¹¹.
 - 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.

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA:
Legal Services – General savings (reduce printing and other general expenditure)	EIA LG-03 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	david.kelly@hants.gov.uk	0370 7791283	10.05.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

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Section one – information about the service and service change

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

Please explain the new/changed service/policy/project

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.

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

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
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-consulting¹².
 - 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.

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA:
Legal Services – General Income Generation	EIA LG-04, LG-05 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	paul.hodgson@hants.gov.uk	078255 774286	10.05.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

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Section one – information about the service and service change

Service affected	Legal Services
Please provide a short description of the service / policy/project/project phase	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.

Please explain the new/changed service/policy/project

SP23 proposal LG-04 involves increasing external income by £130,000.

SP23 proposal LG-05 involves increasing charging rates for external/recharged work to increase overall income by c£150,000.

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
Marriage & civil partnership		✓				N/A
Poverty		✓				N/A

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
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-consulting¹³.
 - 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.

Name of SP23 proposal:	SP23 Opportunity Reference:
Governance – Risk and Information	EIA LG-06 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	peter.andrews@hants.gov.uk	03707 791365	10.05.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

Section one – information about the service and service change

Service affected	The Information Governance team within Law and Governance
Please provide a short description of the service / policy/project/project phase	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.

Please explain the new/changed service/policy/project

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.

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.

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
Sex		✓				Both
Sexual orientation		✓				Both

Marriage & civil partnership		✓				Both
Poverty		✓				Both
Rurality		✓				Both

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 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-consulting¹⁴.
 - 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.