

Corporate Services Equality Impact Assessments

Directorate	Savings Programme Reference(s)	Service Area
Corporate Operations	IT01	IT Services
	IT02	
	IT03	
	IT04	
	IT05	
	IBC01	Shared Services – Integrated Business Centre
	IBC02	
	IBC03	
	IA01	Internal Audit
	Fin01	Finance Services
	PIB01	Pensions, Investments and Borrowing
	SP01	Strategic Procurement
People and Organisation	CE01	Communications and Engagement
	EP01	Emergency Planning
	D01	Democratic & Member Services, and Information Compliance
	HR01	HR and Organisational Development, including Education Personnel Services and Corporate Health and Safety
	OD01	
	EPS01	
	HS01	
	L01	Legal Services

Corporate Operations

Name of SP25 proposal:	SP25 Proposal Reference:
IT Services Savings: <ul style="list-style-type: none"> Technology Consolidation & Rationalisation Supply Chain Efficiency Operating Model Efficiencies Other Efficiencies Service Reductions 	EIA – IT01, IT02, IT03, IT04, IT05 Corporate Operations 2023.06.26

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Simon Williams	Corporate Operations - IT	Head of IT	simon.williams2@hants.gov.uk	0370 779 7809	26.06.2023	1.0
2	EIA authoriser	Rob Carr	Corporate Operations	Director of Corporate Operations	rob.carr@hants.gov.uk	01962 847400	14.08.2023	2.0
3	EIA Coordinator	Amanda Cadden	People & Organisation	Equality and Engagement Programme Manager	Amanda.cadden@hants.gov.uk	03707 796837	27.06.2023	1.0

Section one – information about the service and service change

Service affected	IT Services
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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	<p>IT Services will deliver efficiencies and savings based on 4 themes:</p> <ol style="list-style-type: none"> 1. IT01 - Removal of redundant technology, consolidating technology to remove duplication, and reviewing the future business and technical specification requirements for new equipment. 2. IT02 - Re-harvesting of licenses and contract renegotiations 3. IT03 - Restructuring and consolidation of teams to remove posts 4. IT04 - Reduction in training, travel and contingency budgets 5. IT05 - Reduction in data retention period, Removal of non-essential telephony services, removal of subsidy for the public to contact via telephone.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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		✓				Public
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	Most of the changes affect back-end infrastructure and payments to 3 rd party suppliers. Where County Council staff will be impacted e.g., IT03, some teams in IT may undergo a restructure this will be undertaken in line with Corporate HR policy. Given that everyone has at least 5 protected characteristics (Age, Sex, Race, Sexual Orientation, Religion & belief) then inherently these will be negatively impacted to a low level.
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.

Poverty	IT05 - Removal of subsidy for the public to contact via telephone may negatively impact those on lower incomes, however, there are alternative ways to contact the County Council which mitigates this impact.
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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 above 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	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:

The proposed changes are mainly technical in nature. Those changes affecting staff will be undertaken in line with Corporate HR policy. The only small potential impact to the public in IT05 already has an appropriate mitigation in place.

Corporate Operations

Name of SP25 proposal:	SP25 Proposal Reference:
Shared Services – Integrated Business Centre Ongoing Partnership efficiencies, demand reduction and removal of legacy activities as well as HCC General Enquiries efficiencies through channel shift and position removal	EIA – IBC01, IBC02, IBC03 Corporate Operations 2023.06.22

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Sean Stringer	Corporate Operations	Assistant Director – Shared Services	Sean.stringer@hants.gov.uk	0370 779 8299	22.06.2023	1.0
2	EIA authoriser	Rob Carr	Corporate Operations	Director of Corporate Operations	rob.carr@hants.gov.uk	01962 847400	14.08.2023	2.0
3	EIA Coordinator	Gail Tong	Corporate People and Organisation	Equality and Engagement Officer	Gail.tong@hants.gov.uk	03707 798170	30.06.2023	1.0

Section one – information about the service and service change

Service affected	The Integrated Business Centre. (IBC) This service provides the transactional infrastructure for HR, Payroll and Finance activities across the County Council (including maintained schools) and a growing
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	<p>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 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><u>IBC:</u> 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>Savings will be delivered through headcount reduction, achieved through effective vacancy management. There is no impact in these saving proposals on the front-line service delivery of the County Council.</p> <p><u>HCC General Enquiries:</u> 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, by developing online channel shift and by ensuring</p>

queries from members of the public are directed to front line service directorates in the most efficient and automated manner for resolution.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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 required. Any FTE reduction will be managed through natural attrition and removal of vacant 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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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
All	Any FTE reduction will be delivered through natural attrition and removal of vacant posts.

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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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:

As there are only neutral impacts it is not considered that a full EIA is necessary. This is consistent with the approach taken previously, which have contained similar savings proposals for this Service.

Corporate Operations

Name of SP25 proposal:	SP25 Proposal Reference:
Internal Audit - income generation	<i>EIA IA-01</i> Corporate Operations 2023.06.15

EIA writer(s) and authoriser

No.		Name	Directorate	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	15.06.2023	1.0
2	EIA authoriser	Rob Carr	Corporate Operations	Director of Corporate Operations	rob.carr@hants.gov.uk	01962 847400	14.08.2023	1.0
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	28.06.2023	1.0

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	The Southern Internal Audit Partnership is hosted by Hampshire County Council and provides internal audit services to 30 public sector clients including local authorities, police, OPCC, fire, pensions, FE, national park authority, town councils etc.

	The Partnership brings together the professional discipline of internal audit, pooling expertise and enabling a flexible, responsive, resilient and cost effective service across the public sector.
Please explain the new/changed service/policy/project	<p>To onboard additional local authorities into the Southern Internal Audit Partnership to provide an increased contribution to central overhead costs.</p> <p>The proposal will necessitate reduced planned audit days for Hampshire CC in order to release the staffing capacity necessary to resource new partner organisations.</p> <p>A reduction in scheduled audits may have the potential to impact on customers of services to vulnerable people, or where the customer base has a higher proportion from one or more protected characteristic groups. However, these considerations are implicit in the risk assessments undertaken in the risk assessment, prioritisation, and scheduling of audits.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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?

Consultation has been carried out with affected organisations (HCC's reduced internal audit coverage)

Some market research has been carried out to determine interest from organisations that may potentially be interested in joining the Partnership.

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 HCC Director of Operations who has statutory responsibility as proper officer under Section 151 of the Local Government Act 1972, for ensuring an effective system of internal financial control and proper financial administration of the Council's affairs.

It was acknowledged that the reduced audit days for HCC would require a greater focus on high risk areas and an additional exercise through assurance mapping would enable internal audit to place reliance on other potential source of assurance to support their annual opinion.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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	A reduction in scheduled audits may have the potential to impact on customers of services to vulnerable people, or where the customer base has a higher proportion from one or more PC groups, however, these considerations are implicit in the risk assessments undertaken in the prioritisation, and scheduling of audits.

Gender Reassignment	A reduction in scheduled audits may have the potential to impact on customers of services to vulnerable people, or where the customer base has a higher proportion from one or more PC groups, however, these considerations are implicit in the risk assessments undertaken in the prioritisation, and scheduling of audits.
Race	A reduction in scheduled audits may have the potential to impact on customers of services to vulnerable people, or where the customer base has a higher proportion from one or more PC groups, however, these considerations are implicit in the risk assessments undertaken in the prioritisation, and scheduling of audits.
Religion or belief	A reduction in scheduled audits may have the potential to impact on customers of services to vulnerable people, or where the customer base has a higher proportion from one or more PC groups, however, these considerations are implicit in the risk assessments undertaken in the prioritisation, and scheduling of audits.
Sex	A reduction in scheduled audits may have the potential to impact on customers of services to vulnerable people, or where the customer base has a higher proportion from one or more PC groups, however, these considerations are implicit in the risk assessments undertaken in the prioritisation, and scheduling of audits.
Sexual orientation	A reduction in scheduled audits may have the potential to impact on customers of services to vulnerable people, or where the customer base has a higher proportion from one or more PC groups, however, these considerations are implicit in the risk assessments undertaken in the prioritisation, and scheduling of audits.
Marriage & civil partnership	A reduction in scheduled audits may have the potential to impact on customers of services to vulnerable people, or where the customer base has a higher proportion from one or more PC groups, however, these considerations are implicit in the risk assessments undertaken in the prioritisation, and scheduling of audits.
Poverty	A reduction in scheduled audits may have the potential to impact on customers of services to vulnerable people, or where the customer base has a higher proportion from one or more PC groups, however, these considerations are implicit in the risk assessments undertaken in the prioritisation, and scheduling of audits.

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 above 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
None	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.
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- 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:

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 or low impact it is not considered necessary to undertake a full assessment.

Corporate Operations

Name of SP25 proposal:	SP25 Proposal Reference:
Finance – operating model	<i>EIA – Fin01</i> Corporate Operations Date 2023.06.19

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Anne Hibbert	Corporate Operations	Assistant Director Finance	Anne.hibbert@hants.gov.uk	+44 370 779 7883	19.06.2023	1.0
2	EIA authoriser	Rob Carr	Corporate Operations	Director of Corporate Operations	rob.carr@hants.gov.uk	01962 847400	14.08.2023	2.0
3	EIA Coordinator	Gail Tong	People and Organisation	Equality and Engagement Officer	Gail.tong@hants.gov.uk	03707 798170	28.06.2023	1.0

Section one – information about the service and service change

Service affected	Finance
Please provide a short description of the service / policy/project/project phase	The Finance Service provides a range of professional financial services to Officers and Members across the County Council and in support of the wider shared services partnership.

Please explain the new/changed service/policy/project

The proposed saving will result from a changed operating model with reduced staffing and further efficiencies through increased consistency and standardisation in ways of working. Professional finance support will be focused on statutory requirements and higher risk matters and there will be reduced flexibility and capacity to respond to new demand. Some budget managers may receive less direct support and will need to place greater reliance on self-service support. Staff reductions will be achieved through natural turnover as far as possible.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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 in order to identify and implement changes in working practice through increased consistency and standardisation. Engagement will be through staff briefings and facilitated workshops to co-design the new operating model. If the reduction in posts is not achieved through natural turnover, formal staff consultation will take place regarding redundancy.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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
Pregnancy and maternity	2/3 of Finance staff are women and therefore any potential reductions in staff numbers may disproportionately impact on females. However, this is rated as low since the decisions around any potential job losses will be achieved through managing vacancies, staff turnover, voluntary redundancy where appropriate. If compulsory redundancies are required this will be based on an objective competency based selection process based on business and role requirements
Sex	2/3 of Finance staff are women and therefore any potential reductions in staff numbers may disproportionately impact on females. However, this is rated as low since the decisions around any potential job losses will be achieved through managing vacancies, staff turnover, voluntary redundancy where appropriate. If compulsory redundancies are required this will be based on an objective competency based selection process based on business and role requirements.

All Other Characteristics	The Finance 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 skill match with business need 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 above 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:

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 6 savings programmes, which have contained the same savings proposal for this Service. Further, it is anticipated that the staff reductions will be achieved through natural turnover.

Corporate Operations

Name of SP25 proposal:	SP25 Proposal Reference:
Pensions, Investments and Borrowing – Income Generation	<i>EIA – PIB01</i> Corporate Operations Date 2023.06.28

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Andrew Lowe	Corporate Operations	Assistant Director Pensions	Andrew.lowe@hants.gov.uk	01962 876370	28.06.2023	1.0
2	EIA authoriser	Rob Carr	Corporate Operations	Director of Corporate Operations	rob.carr@hants.gov.uk	01962 847400	14.08.2023	2.0
3	EIA Coordinator	Amanda Cadden	People and Organisation	Equality and Engagement Programme Manager	Amanda.cadden@hants.gov.uk	03707 796837	29.06.2023	1.0

Section one – information about the service and service change

Service affected	Pensions Services (including Investments & Borrowing)
Please provide a short description of the service / policy/project/project phase	<p>The Pensions Service provides pension administration services to employers within the Hampshire, West Sussex, Hillingdon, and Westminster LGPS Funds, and also to the Hampshire and IOW Fire and Rescue Fire scheme, Hampshire and IOW Constabulary Police scheme, and the West Sussex Fire scheme.</p> <p>Investment & Borrowing provide support to the Hampshire Pension Fund, and in addition provide Treasury Management for a range of additional partners - Hampshire</p>

	and IOW Fire and Rescue Service, Hampshire and Isle of Wight Police & Crime Commissioner, New Forest District Council, Winchester City Council, Hertfordshire Police and Crime Commissioner.
Please explain the new/changed service/policy/project	Further expansion of existing sold services in Pensions administration and Treasury Management - to deliver this sum as additional income (as a contribution to overheads), Pensions Services and/or Investment & Borrowing would need to onboard new partner(s) by April 2025; currently speculative as no new partners identified/tender opportunities identified.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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 there will be no impact on staff numbers or responsibilities.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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
All Characteristics	<p>There will be no impact on staff number or the nature of the roles which staff undertake so no impact is anticipated for i) and iii) above.</p> <p>Additional new staff would be required if a new partner was onboarded.</p>

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

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain - use list above 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-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:

As there are only neutral impacts it is not considered that a full EIA is necessary. This is consistent with the approach taken over previous savings programmes.

Corporate Operations

Name of SP25 proposal:	SP25 Proposal Reference:
Strategic Procurement Income Generation	<i>EIA – SP01</i> Corporate Operations Date 2023.06.27

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Belinda Stubbs	Strategic Procurement	Assistant Director	Belinda.stubbs@hants.gov.uk	0370 779 1016	27.06.2023	1.0
2	EIA authoriser	Rob Carr	Corporate Operations	Director of Corporate Operations	rob.carr@hants.gov.uk	01962 847400	14.08.2023	1.0
3	EIA Coordinator	Amanda Cadden	People and Organisation	Equality and Engagement Programme Manager	Amanda.cadden@hants.gov.uk	03707 796837	27.06.2026	1.0

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	The Strategic Procurement team is responsible for the procurement of third party spend above a certain threshold (170K) for all Directorates within HCC. Procurement services are also provided to Hampshire Constabulary, Office of the Police and Crime Commissioner and Hampshire and Isle of Wight Fire Service through a joint working agreement on an ongoing basis and to multiple other public bodies,

	through regular or ad hoc arrangements, all of which provide income via cost recovery for the service.
Please explain the new/changed service/policy/project	The proposed saving will be delivered through income generation work from both new and existing external clients.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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 there will be no impact on staff numbers or responsibilities.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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
All Characteristic	There will be no impact on staff number or the nature of the roles which staff undertake so no impact is anticipated. Strategic Procurement is not a public facing service, so there is no impact on 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 above 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:

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

People and Organisation

Name of SP25 proposal:	SP25 Proposal Reference:
Communications and Engagement – Redesign of operating model	EIA – CE01 People and Organisation 2023.06.23

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Stephanie Randall	People & Organisation	Deputy Director People & Organisation	Stephanie.randall@hants.gov.uk	0370 779 1776	23.06.2023	1.0
2	EIA authoriser	Jac Broughton	People & Organisation	Director People & Organisation	Jac.broughton@hants.gov.uk	01962 847400	11.08.2023	2.0
3	EIA Coordinator	Amanda Cadden	People & Organisation	Equality and Engagement Programme Manager	Amanda.cadden@hants.gov.uk	03707 796837	27.06.2023	1.0

Section one – information about the service and service change

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

Please explain the new/changed service/policy/project

The change will seek to re-design the operating model across the professional areas of Communications, Marketing and Insight and Engagement, delivering efficiencies in current ways of working through streamlining and automating current systems and processes, and focusing support on delivering the organisations key priorities.

Any reduction in staffing is expected to be achieved through natural turnover or voluntary means as far as possible.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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 and formal consultation with staff will take place in due course where we need to manage reductions in the number of posts or change the way in which the professional disciplines work and are organised.

Engagement will be undertaken with directorates regarding any changes to support and service development arrangements to ensure that any risks can be understood and mitigated, including consideration of alternative routes to access these types of services.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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	YES
East Hampshire	YES
Eastleigh	YES
Fareham	YES
Gosport	YES
Hart	YES

Havant	YES
New Forest	YES
Rushmoor	YES
Test Valley	YES
Winchester	YES

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>Possible Low Risk - The team employs people from across all different age bandings between 20 to 70 (age 20-29 14.3%; 30-39 26.5%; 40-49 – 38.8%; 50-59 18.4%; 60-69 2%).</p> <p>The proposed changes are not expected to have a detrimental impact on anyone because of age, and any reduction is expected to be achieved through natural turnover or voluntary means as far as possible. However, there is a risk that the reduction in staffing numbers could impact those who are in the older age ranges, and who may potentially be at greater risk of securing alternative employment.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>

Disability	<p>Possible Low Risk – 10.2% of those employed within the team have declared that they have a disability.</p> <p>The proposed changes are not expected to have a detrimental impact on anyone because of disability, and any reduction is expected to be achieved through natural turnover or voluntary means as far as possible. However, there is a risk that any reduction in staff numbers could impact those with a disability.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Gender reassignment	<p>Neutral – We do not envisage any negative impact on members of staff who have this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means as far as possible.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Pregnancy and maternity	<p>Possible Low risk – The team employs a higher number of women and therefore any potential reductions in staff numbers will most likely impact on this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means as far as possible.</p>

	<p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Race	<p>Possible low risk – The current ethnicity profile of the team is 91.8% White, 2.0% Asian, and 6.1% Mixed ethnicity.</p> <p>The proposed changes are not expected to have a detrimental impact on anyone because of race, and any reduction is expected to be achieved through natural turnover or voluntary means as far as possible. However, there is a risk that any reduction in staff numbers could impact staff who have an ethnicity other than White.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Religion or belief	<p>Neutral – We do not envisage any negative impact on members of staff for this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means as far as possible.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Sex	<p>Possible Low impact – The team employs a higher number of women (77.6%) than men (22.4%), and therefore any potential reductions in staff numbers will most likely impact on females.</p> <p>We do not envisage a negative impact on members of staff in relation to this protected characteristic. The proposed changes are not expected to have a detrimental impact on</p>

	<p>anyone because of sex, and any reduction is expected to be achieved through natural turnover or voluntary means as far as possible.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Sexual orientation	<p>Neutral – We do not envisage any negative impact on members of staff for this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means as far as possible.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Marriage & civil partnership	<p>Neutral – We do not envisage any negative impact on members of staff for this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means as far as possible.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Poverty	<p>Neutral – We do not envisage any negative impact on members of staff who may be impacted by poverty.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means as far as possible.</p>

	We do not envisage a negative impact on residents or service users with this protected characteristic.
Rurality	<p>Neutral – We do not envisage any negative impact on members of staff who may be impacted by rurality.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means as far as possible.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>

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

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain - use list above to identify geographical area(s)	Short explanation of mitigating actions
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
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N/A	
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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 in staff numbers are expected to be achieved through voluntary means or natural staff turnover as far as possible.

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 or low impact 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 the implementation progresses, to ensure that the impact of any specific changes can be assessed prior to these being introduced.

People and Organisation

Name of SP25 proposal:	SP25 Proposal Reference:
Emergency Planning – Redesign of operating model	<i>EIA – EP01</i> People and Organisation 2023.06.23

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Stephanie Randall	People & Organisation	Deputy Director People & Organisation	Stephanie.randall@hants.gov.uk	0370 779 1776	23.06.2023	1.0
2	EIA authoriser	Jac Broughton	People & Organisation	Director People & Organisation	Jac.broughton@hants.gov.uk	01962 847400	11.08.2023	2.0
3	EIA Coordinator	Amanda Cadden	People & Organisation	Equality and Engagement Programme Manager	Amanda.cadden@hants.gov.uk	03707 796837	27.06.2023	1.0

Section one – information about the service and service change

Service affected	Emergency Planning and Resilience
Please provide a short description of the service / policy/project/project phase	The Emergency Planning and Resilience Team works to prepare for, respond to and recover from major incidents in Hampshire. As part of this they support the County Council to assess any business resilience and continuity risks, advising on and developing plans to mitigate and respond to these risks, to provide training and write

	and deliver emergency planning exercises for the County Council and other Local Resilience Forum partners who respond to major incidents.
Please explain the new/changed service/policy/project	<p>The Emergency Planning team will identify and introduce efficiencies and strengthen business resilience knowledge and skills across the wider organisation to reduce demand on the teams available capacity.</p> <p>It is not envisaged that the small reduction in staffing levels in the team as part of this proposal will have an impact on the support provided to directorates, beyond further strengthening their planning and approach to business continuity. As such this anticipated to positively impact the resilience of services provided to residents. Any reduction in staffing required is expected to be achieved through natural turnover.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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.

Engagement will be undertaken with directorates regarding any changes to support and service development arrangements to ensure that any risks can be understood and mitigated.

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 protected characteristics groups or those who may be impacted by poverty or rurality, 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 [add ✓ to relevant boxes)

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	Yes
East Hampshire	Yes
Eastleigh	Yes
Fareham	Yes
Gosport	Yes
Hart	Yes

Havant	Yes
New Forest	Yes
Rushmoor	Yes
Test Valley	Yes
Winchester	Yes

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>Possible Low impact - The team employs a higher proportion of people who are either aged between 20 to 29 (37.5%) or 30 to 39 (50%). A smaller proportion of the team are aged between 40-49 (12.5%).</p> <p>The proposed changes are not expected to have a detrimental impact on anyone because of age, and any reduction is expected to be achieved through achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>

Disability	<p>Neutral – No members of the team have currently declared a disability. We do not therefore envisage a negative impact in relation to this protected characteristic.</p> <p>The proposed changes are not expected to have a detrimental impact on anyone with a disability, and any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Gender reassignment	<p>Neutral – We do not envisage any negative impact on members of staff who have this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Pregnancy and maternity	<p>Possible Low risk – The team employs a higher number of women and therefore any potential reductions in staff numbers will most likely impact on this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>

Race	<p>Neutral – The current ethnicity profile of the team is White. We do not therefore envisage any negative impact on members of staff for this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Religion or belief	<p>Neutral – We do not envisage any negative impact on members of staff for this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Sex	<p>Possible Low impact – The team employs a higher number of women (75%) than men (25%), and therefore any potential reductions in staff numbers will most likely impact on females.</p> <p>We do not envisage a negative impact on members of staff in relation to this protected characteristic. The proposed changes are not expected to have a detrimental impact on anyone because of sex, and any reduction is expected to be achieved through achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>

Sexual orientation	<p>Neutral – We do not envisage any negative impact on members of staff for this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Marriage & civil partnership	<p>Neutral – We do not envisage any negative impact on members of staff for this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Poverty	<p>Neutral – We do not envisage any negative impact on members of staff who may be impacted by poverty.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Rurality	<p>Neutral – We do not envisage any negative impact on members of staff who may be impacted by rurality.</p>

	<p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this 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 above to identify geographical area(s)	Short explanation of mitigating actions
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:

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 or low impact 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 the implementation progresses, to ensure that the impact of any specific changes can be assessed prior to these being introduced.

People and Organisation

Name of SP25 proposal:	SP25 Proposal Reference:
Democratic Services – Redesign of operating model	EIA – D01 People and Organisation 2023.06.23

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Stephanie Randall	People & Organisation	Deputy Director People & Organisation	Stephanie.randall@hants.gov.uk	0370 779 1776	23.06.2023	1.0
2	EIA authoriser	Jac Broughton	People & Organisation	Director People & Organisation	Jac.broughton@hants.gov.uk	01962 847400	11.08.2023	2.0
3	EIA Coordinator	Amanda Cadden	People & Organisation	Equality and Engagement Programme Manager	Amanda.cadden@hants.gov.uk	03707 796837	27.06.2023	1.0

Section one – information about the service and service change

Service affected	Democratic & Member Services, and Information Compliance
Please provide a short description of the service / policy/project/project phase	The service includes: Democratic & Member Services (D&MS) – this team manages the County Council's democratic framework in accordance with the County Council's Constitution.

	<p>D&MS also provides general support to all County Councillors to assist them in fulfilling their role. A number of County Councillors also serve on local district/borough councils and are often referred to as twin-hatters.</p> <p>Information Compliance – this team provides technical data protection advice to services within the County Council and is responsible for devising and maintaining standards and guidance across the organisation.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>The service will review the operating model across the wider service, and this will identify and introduce efficiencies, including further review of business processes in line with changes in available technology, embedding and strengthening business knowledge and skills across the wider organisation to reduce the level of required support, and considering changes to how the wider service is organised and ways of working.</p> <p>It is not envisaged that the small reduction in staffing levels in the team as part of this proposal will have an impact on the support provided to directorates, beyond further embedding and strengthening relevant knowledge and skills. As such this is anticipated to positively impact the resilience of services provided to residents. Any reduction in staffing required is expected to be achieved through natural turnover.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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.

Engagement will be undertaken with directorates and other relevant stakeholders, regarding any changes to support and service development arrangements to ensure that any risks can be understood and mitigated.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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	YES
East Hampshire	YES
Eastleigh	YES
Fareham	YES
Gosport	YES
Hart	YES
Havant	YES
New Forest	YES
Rushmoor	YES
Test Valley	YES
Winchester	YES

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>Possible Low Risk - The team employs people from across all different age ranges between 20 and 70+ (age 20-29 6.93%; 30-39 17.25%; 40-49 – 20.7%; 50-59 34.5%; 60-69 13.8%, 70+ 6.9%). Whilst overall there is a higher proportion of staff who are aged 50 or above (55.2%), the proposed changes are not expected to have a detrimental impact on anyone because of age, and any reduction is expected to be achieved through natural turnover or voluntary means. However, there is a risk that the reduction in staffing numbers could impact those who are in the older age ranges, and who may potentially be at greater risk of securing alternative employment.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Disability	<p>Neutral – No members of the team have currently declared a disability. We do not therefore envisage a negative impact on existing staff in relation to this protected characteristic.</p> <p>The proposed changes are not expected to have a detrimental impact on anyone with a disability, and any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>

<p>Gender reassignment</p>	<p>Neutral – We do not envisage any negative impact on members of staff who have this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
<p>Pregnancy and maternity</p>	<p>Possible Low risk – The team employs a higher number of women and therefore any potential reductions in staff numbers will most likely impact on this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
<p>Race</p>	<p>Neutral – The current ethnicity profile of the team is White (89.7%), or Other (3.4%) – staff who have refused to declare (6.9%). We do not therefore envisage any negative impact on members of staff for this protected characteristic.</p> <p>The proposed changes are not expected to have a detrimental impact on anyone because of race, and any reduction is expected to be achieved through natural turnover or voluntary means. However, there is a risk that any reduction in staff numbers could impact staff who have an ethnicity other than White.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>

Religion or belief	<p>Neutral – We do not envisage any negative impact on members of staff for this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Sex	<p>Possible Low impact – The team employs significantly more women (89.7%) than men (10.3%), and therefore any potential reductions in staff numbers will most likely impact on females.</p> <p>We do not envisage a negative impact on members of staff in relation to this protected characteristic. The proposed changes are not expected to have a detrimental impact on anyone because of sex, and any reduction is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Sexual orientation	<p>Neutral – We do not envisage any negative impact on members of staff for this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>

Marriage & civil partnership	<p>Neutral – We do not envisage any negative impact on members of staff for this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Poverty	<p>Neutral – We do not envisage any negative impact on members of staff who may be impacted by poverty.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Rurality	<p>Neutral – We do not envisage any negative impact on members of staff who may be impacted by rurality.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>

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

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain - use list above to identify geographical area(s)	Short explanation of mitigating actions
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:

The anticipated changes in staff numbers 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:

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 or low impact 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 the implementation progresses, to ensure that the impact of any specific changes can be assessed prior to these being introduced.

People & Organisation

Name of SP25 proposal:	SP25 Proposal Reference:
HR & OD	<i>EIA – HR01, OD01, HS01, EPS01</i> People & Organisation Date 2023.06.28

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Andy Bailey	HR & OD	AD HR & OD	Andy.bailey@hants.gov.uk	0370 779 0443	28.06.2023	1.0
2	EIA authoriser	Jac Broughton	People & Organisation	Director People & Organisation	Jac.broughton@hants.gov.uk	01962 847400	11.08.2023	2.0
3	EIA Coordinator	Amanda Cadden	People and Organisation	Equality and Engagement Programme Manager	Amanda.cadden@hants.gov.uk	03707 796837	28.06.2023	1.0

Section one – information about the service and service change

Service affected	HR&OD
Please provide a short description of the service / policy/project/project phase	The HR & OD Service provides a range of HR & Organisational Development (HR&OD) services to Officers and Members across the County Council including HR Operations, Leadership & Management Development (L&MD), Occupational Health (OH) and Health & Safety (H&S)

Please explain the new/changed service/policy/project

The proposed savings will be a combination of reduced staffing within the HR & OD Service as a result of efficiencies and reduction of service provided across the County Council, together with the reduction of non-payroll expenditure and the generation of additional income within traded services. The exact mix of savings by function is not known at this stage and is subject to a review of the HR operating model.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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 to develop new operating models and once any reduction in posts is known.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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
Sex	The HR&OD 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 achieved through natural turnover or voluntary redundancy where appropriate. Any compulsory redundancies will follow due consultation with staff and trade unions and will be based on objective selection criteria (tbc).
All Other Characteristics	The HR&OD 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 achieved through natural turnover or voluntary redundancy where appropriate. Any compulsory redundancies will follow due consultation with staff and trade unions and will be based on objective selection criteria (tbc).

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 above to identify geographical area(s)	Short explanation of mitigating actions
<i>None</i>	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:

The EIA will be updated as appropriate as plans become more detailed.

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:

People and Organisation

Name of SP25 proposal:	SP25 Proposal Reference:
Legal Services – Operating & Business Model Review	EIA – L01 People and Organisation 2023.06.21

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Paul Hodgson	People and Organisation	Head of Legal Services	Paul.hodgson@hants.gov.uk	03707 793213	28.06.2023	1.0
2	EIA authoriser	Jac Broughton	People & Organisation	Director People & Organisation	Jac.broughton@hants.gov.uk	01962 847400	11.08.2023	2.0
3	EIA Coordinator	Gail Tong	People and Organisation	Equality and Engagement Officer	Gail.tong@hants.gov.uk	03707 798170	28.06.2023	1.0

Section one – information about the service and service change

Service affected	Legal Services, with some internal impact across the organisation in relation to how legal support to Directorates is provided.
Please provide a short description of the service / policy/project/project phase	<p>A review of the Legal Services operating model and business model to include necessary changes to structure, systems and processes, to achieve efficiencies and increase income generation. This encompasses:</p> <ul style="list-style-type: none"> (a) Potential efficiency and productivity gains from use of new Legal Case Management System and DocuSign (b) Reducing internal demand for legal advice still further and using the released capacity to generate more external income (c) Changes to team structures, use of agency staff and management arrangements in Legal Services

<p>Please explain the new/changed service/policy/project</p>	<p>A more efficient Legal Service, utilising streamlined business processes and an efficient case management system to deliver legal support more efficiently. Directorates will also slightly reduce their reliance on legal support in certain areas to release capacity. Released capacity will be used to generate additional external income from public sector clients/partners. Anticipated savings generated are up to £190K, with £15K from efficiencies, £75K from service redesign and £100K from additional income.</p>
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Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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 public consultation is planned or required as the proposals do not have any impacts on front line service delivery. Engagement with staff will take place in due course if service redesign proposals lead to 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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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
Sex	<p>Legal Services employs a disproportionately high number of female workers overall (c75% female, c25% male) and therefore any changes to the workforce may impact more on female workers than male workers. However, the impact is rated as low, as any changes to the workforce are expected to be small and are likely to be achieved through natural turnover. Decisions in respect of workforce changes will not be based either directly or indirectly on an individual's sex.</p> <p>The other proposals relate to internal processes and process efficiencies only, which are not expected to have any impact on front line services or the residents of Hampshire, or groups with protected characteristics (whether staff or others).</p>
All other characteristics	Analysis of workforce data together with the nature of the proposals does not indicate any other disparate impacts on staff with other protected characteristics. Therefore, the impacts for all other characteristics have been assessed as neutral.

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 above 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:

The EIA will be updated as appropriate as plans become more detailed.

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 or low impact it is not considered necessary to undertake a full assessment.