

Department	Finance Operations
Service Area	LGSS Operations
Date	20.12.12.

This Initial EqIA will help you to analyse equality in the context of your policy, practice or function.

The assessment is a useful method to document your equalities analysis in a transparent manner, as well as to consider whether there are opportunities to **advance equality** in relation to your proposal. Even if there are no adverse impacts, it is **essential** to ensure that we meet our equality duties in The Equality Act 2010 by considering whether we have had ‘Due Regard’ to:

- The **elimination of discrimination, harassment and victimisation**
- The **advancement of equality of opportunity between and for different groups of protected characteristics**
- The **fostering of good relations between and for different groups of protected characteristics**

The ‘**Protected characteristics**’ we must consider in terms of the above **duties** are referred to in the Equality Act 2010 ‘Public Sector Equality Duty’ and are:

- | | |
|--|---|
| <ul style="list-style-type: none"> ▪ Sex ▪ Gender reassignment (i.e. transgender individuals), ▪ Age (young and old), ▪ Disability (mental, and physical) ▪ Race and ethnicity, | <ul style="list-style-type: none"> ▪ Sexual orientation (heterosexuality, homosexuality, etc) ▪ Religion or belief (including no belief) ▪ Pregnancy and Maternity ▪ Marriage and Civil Partnership <i>Only applies to the first aim of the Public Sector Equality Duty above</i> |
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For more information about analysing equalities and to view the Equality Impact Assessment Toolkit, please visit the County Council Equalities pages: <http://www.northamptonshire.gov.uk/en/councilservices/community/equalities/pages/toolkit.aspx>

Equality Analysis

1. Who is responsible for equality analysis?

All officers and members of Northamptonshire County Council, have some degree of responsibility for ensuring that EqIAs are conducted. You need to identify the people who will lead and be responsible for this EqIA.

Title of policy, practice, service or function to be changed or implemented	Re-structure of Finance Operations LGSS (13/14)
Is this a new or existing policy, practice, service or function?	Existing function
Persons undertaking assessment (please also state name or contact of lead officer)	Vernice Key, Head of Service Finance Operations

2. Details of policy, practice, service or function

What are the aims and objectives of the policy, practice or function? <i>If this EqIA is assessing the impact of a proposed change please describe the aims of the proposed change.</i>	To deliver a quality financial operations service in line with LGSS design principles of ; <ul style="list-style-type: none"> • Co-location of transactional teams over time • Fully integrated single transactional functions • Balance of services and teams across all sites • Convergence of processes and ways of working • Standardisation and simplification • Use of technology to drive out costs
Who is intended to benefit from this proposal policy, practice or function? <i>Beneficiaries could including individuals, small community organisations or wider voluntary bodies.</i>	All LGSS customers, LGSS partner organisations.
Who are the main stakeholders in relation to the proposed policy/service/function? (Partners, Community Groups, Commissioned Services etc)	Northamptonshire County Council, Cambridgeshire County Council and its partner customers and direct customers.
Who implements the proposed Policy/Service/Function and is responsible for it? (Lead officer, Head of service, Director etc)	Christine Reed, Director of People, Performance and Transformation with the new LGSS Managing Director from January 13.

3. Data, Consultation, Feedback and Analysis

A variety of data sources can be used in Equality Impact Assessments, to provide an overview about the effect of proposed measures on groups of protected characteristics.

Source <i>e.g. statistics, demographics, indicators, partner data, consultation, surveys, customer complaints and comments</i>	Reasons for using
Wider economic context, shrinking budgets and higher demands for local government services.	Summary of presentation given to LGSS internal staff which explains the reasons for the consultation.
LGSS business case for shared services along with wider LGSS proposals and progress to date	
Exploiting opportunities and mitigating risk to secure longer term security in the future.	

In response to the information above, please state whether there are concerns or evidence that the policy/ procedure/ function could have a specific impact on people from the following groups?

	Based on the above information, what impact will this proposal have on the following groups?				Can the policy/procedure/function be altered to help mitigate or alleviate a negative impact?			Can the policy/procedure/function be altered to help meet our Public Sector Equality Duty to advance equality?		
	Positive	Negative	Neutral	Unsure	Yes	No	Unsure	Yes	No	Unsure
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race & Ethnicity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or Belief (or No Belief)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy & Maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Rights (Please see articles in toolkit)			x							
Other Groups (rural isolation etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Are there any gaps in information and understanding of your policy and services? If yes please include how you intend to fill these gaps in the Action Planning section.

Gaps in data/ understanding	No, sufficient information has been gathered in order to inform these decisions.
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4. Action Planning

Analysing equalities should be a continuous process. Where a full assessment is not required, but minor changes or amendments to the planned proposal can be made, please use the action plan template below.

Planned Actions	Responsibility	Timeframe	Success Measure
e.g. Filling gaps in information in time for the EqIA review			

Do stakeholders agree with your findings and proposed response? (Please explain your answer.)

The proposal has been presented to the LGSS Management board, Chief Executives and will be presented to CCNF forums during the consultation process.

5. Should the policy proceed to a full impact assessment?

*Is there is evidence of a disproportionate adverse or positive impact on any groups of protected characteristic?
 Are there concerns that there may be an impact that cannot be easily mitigated or alleviated through minor alterations?
 Is there an opportunity to significantly alter your proposal to meet the positive duties?
 If yes to any of the above then you must answer **YES** unless you can provide strong justification below.*

Yes		No	x
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Explain your reasons for your answer:
 At present it is not possible to fully assess the actual impact on all protected characteristic groups, at this point in the Budget process.

 During consultation, the situation will be reviewed and as any impact becomes apparent, appropriate mitigating action will be taken (where this is possible).

6. Authorisation and Review

Completing Officer (Name):	Vernice Key
Completing Officer (Signature):	
Authorising Assistant Director (Name):	Christine Reed
Authorising Assistant Director (Signature):	
Date	20.12.12
Review Date	TBC.

Equality Impact Assessment Matrix

From time to time, random sampling of Equality Impact Assessments may occur. They will be scored and assessed for quality assurance in terms of analysing internal and external impact. Internal impact is associated with employees of NCC, and external impact concerns external customers (including community and voluntary groups as well as individuals.) This scoring analyses pre mitigation risk and post mitigation risk.

For more details associated with the Equality Impact Assessment Matrix, as well as specific queries about the general Equality Impact Assessment process, please contact Equalities@Northamptonshire.gov.uk

Department	Service Transformation
Service Area	LGSS Operations
Date	20.12.12.

This Initial EqIA will help you to analyse equality in the context of your policy, practice or function.

The assessment is a useful method to document your equalities analysis in a transparent manner, as well as to consider whether there are opportunities to **advance equality** in relation to your proposal. Even if there are no adverse impacts, it is **essential** to ensure that we meet our equality duties in The Equality Act 2010 by considering whether we have had ‘Due Regard’ to:

- The **elimination of discrimination, harassment and victimisation**
- The **advancement of equality of opportunity between and for different groups of protected characteristics**
- The **fostering of good relations between and for different groups of protected characteristics**

The ‘**Protected characteristics**’ we must consider in terms of the above **duties** are referred to in the Equality Act 2010 ‘Public Sector Equality Duty’ and are:

- Sex
- Gender reassignment (i.e. transgender individuals),
- Age (young and old),
- Disability (mental, and physical)
- Race and ethnicity,
- Sexual orientation (heterosexuality, homosexuality, etc)
- Religion or belief (including no belief)
- Pregnancy and Maternity
- Marriage and Civil Partnership *Only applies to the first aim of the Public Sector Equality Duty above*

For more information about analysing equalities and to view the Equality Impact Assessment Toolkit, please visit the County Council Equalities pages: <http://www.northamptonshire.gov.uk/en/councilservices/community/equalities/pages/toolkit.aspx>

Equality Analysis

6. Who is responsible for equality analysis?

All officers and members of Northamptonshire County Council, have some degree of responsibility for ensuring that EqIAs are conducted. You need to identify the people who will lead and be responsible for this EqIA.

Title of policy, practice, service or function to be changed or implemented	Service Transformation
Is this a new or existing policy, practice, service or function?	Existing
Persons undertaking assessment (please also state name or contact of lead officer)	Claire Townrow

7. Details of policy, practice, service or function

What are the aims and objectives of the policy, practice or function? <i>If this EqIA is assessing the impact of a proposed change please describe the aims of the proposed change.</i>	The disaggregation of the current Service Transformation function. This model seeks to streamline the functions of this area in to one LGSS team rather than a Directorate specific model. There is a need to re-align functions in to a best fit model and it is anticipated that functions will move across to different business areas including the new Service Assurance function.
Who is intended to benefit from this proposal policy, practice or function? <i>Beneficiaries could including individuals, small community organisations or wider voluntary bodies.</i>	LGSSs and its retained partner organisations. All customers and partners of LGSS
Who are the main stakeholders in relation to the proposed policy/service/function? (Partners, Community Groups, Commissioned Services etc)	Northamptonshire County Council, Cambridgeshire County Council and its partners, stakeholders and customers
Who implements the proposed Policy/Service/Function and is responsible for it? (Lead officer, Head of service, Director etc)	Christine Reed, Director of People , Performance and Transformation with the Director of LGSS

8. Data, Consultation, Feedback and Analysis

A variety of data sources can be used in Equality Impact Assessments, to provide an overview about the effect of proposed measures on groups of protected characteristics.

Source <i>e.g. statistics, demographics, indicators, partner data, consultation, surveys, customer complaints and comments</i>	Reasons for using
Wider economic context, austerity, shrinking budgets and growth in demand for services.	Summary of presentation given to LGSS staff explaining the reasons for the consultation and re-structure proposals.
LGSS business case for shared services including exploiting opportunities through technology and process re-engineering.	
Mitigating risk and securing jobs for the future.	

In response to the information above, please state whether there are concerns or evidence that the policy/ procedure/ function could have a specific impact on people from the following groups?

	Based on the above information, what impact will this proposal have on the following groups?				Can the policy/procedure/function be altered to help mitigate or alleviate a negative impact?			Can the policy/procedure/function be altered to help meet our Public Sector Equality Duty to advance equality?		
	Positive	Negative	Neutral	Unsure	Yes	No	Unsure	Yes	No	Unsure
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race & Ethnicity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or Belief (or No Belief)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy & Maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Rights (Please see articles in toolkit)			X							
Other Groups (rural isolation etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Are there any gaps in information and understanding of your policy and services? If yes please include how you intend to fill these gaps in the Action Planning section.

Gaps in data/ understanding	None.
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9. Action Planning

Analysing equalities should be a continuous process. Where a full assessment is not required, but minor changes or amendments to the planned proposal can be made, please use the action plan template below.

Planned Actions	Responsibility	Timeframe	Success Measure
e.g. Filling gaps in information in time for the EqIA review			

Do stakeholders agree with your findings and proposed response? (Please explain your answer.)

The proposal has been presented to the LGSS management board and Chief Executives in both retained organisations

10. Should the policy proceed to a full impact assessment?

*Is there is evidence of a disproportionate adverse or positive impact on any groups of protected characteristic?
 Are there concerns that there may be an impact that cannot be easily mitigated or alleviated through minor alterations?
 Is there an opportunity to significantly alter your proposal to meet the positive duties?
 If yes to any of the above then you must answer **YES** unless you can provide strong justification below.*

Yes

No

Explain your reasons for your answer: At present it is not possible to fully assess the actual impact on all protected characteristic groups, at this point in the Budget process. During consultation, the situation will be reviewed and as any impact becomes apparent, appropriate mitigating action will be taken. **During the consultation, assimilation and appointments process we will ensure that any**

6. Authorisation and Review

Completing Officer (Name):	Claire Townrow.
Completing Officer (Signature):	Claire Townrow.
Authorising Director (Name):	Christine Reed, Director P , P & T
Authorising Director (Signature):	
Date	21.12.12
Review Date	

Equality Impact Assessment Matrix

From time to time, random sampling of Equality Impact Assessments may occur. They will be scored and assessed for quality assurance in terms of analysing internal and external impact. Internal impact is associated with employees of NCC, and external impact concerns external customers (including community and voluntary groups as well as individuals.) This scoring analyses pre mitigation risk and post mitigation risk.

For more details associated with the Equality Impact Assessment Matrix, as well as specific queries about the general Equality Impact Assessment process, please contact Equalities@Northamptonshire.gov.uk



Department	Payroll and Recruitment Services
Service Area	Operations
Date	18 th December 2012

This Initial EqIA will help you to analyse equality in the context of your policy, practice or function.

The assessment is a useful method to document your equalities analysis in a transparent manner, as well as to consider whether there are opportunities to **advance equality** in relation to your proposal. Even if there are no adverse impacts, it is **essential** to ensure that we meet our equality duties in The Equality Act 2010 by considering whether we have had 'Due Regard' to:

- The **elimination of discrimination, harassment and victimisation**
- The **advancement of equality of opportunity between and for different groups of protected characteristics**
- The **fostering of good relations between and for different groups of protected characteristics**

The '**Protected characteristics**' we must consider in terms of the above **duties** are referred to in the Equality Act 2010 'Public Sector Equality Duty' and are:

- Sex
- Gender reassignment (i.e. transgender individuals),
- Age (young and old),
- Disability (mental, and physical)
- Race and ethnicity,
- Sexual orientation (heterosexuality, homosexuality, etc)
- Religion or belief (including no belief)
- Pregnancy and Maternity
- Marriage and Civil Partnership *Only applies to the first aim of the Public Sector Equality Duty above*

For more information about analysing equalities and to view the Equality Impact Assessment Toolkit, please visit the County Council Equalities pages: <http://www.northamptonshire.gov.uk/en/councilservices/community/equalities/pages/toolkit.aspx>

Equality Analysis

11. Who is responsible for equality analysis?

All officers and members of Northamptonshire County Council, have some degree of responsibility for ensuring that EqlAs are conducted. You need to identify the people who will lead and be responsible for this EqlA.

Title of policy, practice, service or function to be changed or implemented	Restructure of Payroll & Recruitment Services (PRS)
Is this a new or existing policy, practice, service or function?	Existing
Persons undertaking assessment (please also state name or contact of lead officer)	Jackie McCarter, Head of PRS

12. Details of policy, practice, service or function

<p>What are the aims and objectives of the policy, practice or function? <i>If this EqlA is assessing the impact of a proposed change please describe the aims of the proposed change.</i></p>	<p>The proposal aims to integrate the Payroll and Recruitment Services (PRS) across LGSS in order to align and converge functions and processes across the teams.</p> <p>This will deliver not only a stream lined experience to both internal and external customers but will also maximise efficiencies across the teams and provide for flexibility of resources.</p> <p>A key design principle of the proposal is to look to locate functional teams in one location at the earliest opportunity.</p>
<p>Who is intended to benefit from this proposal policy, practice or function? <i>Beneficiaries could including individuals, small community</i></p>	<p>Internal LGSS managers and external customers (e.g. Fire, OCS, Academies, EELGA). All recipients of Payroll and Recruitment services (all employed staff) will benefit from the</p>

<i>organisations or wider voluntary bodies.</i>	stream lined experience. As part of these proposed changes, every affected member of staff will be given sufficient opportunity to respond to a comprehensive consultation document, which this CIA is intended to support. The results of the consultation will inform and influence any final decisions on whether to adopt the proposals or not.
Who are the main stakeholders in relation to the proposed policy/service/function? (<i>Partners, Community Groups, Commissioned Services etc</i>)	Internal LGSS managers and external customers (e.g. Fire, OCS, Academies, EELGA. Northamptonshire County Council, Cambridgeshire County Council and its partner customers and direct customers
Who implements the proposed Policy/Service/Function and is responsible for it? (<i>Lead officer, Head of service, Director etc</i>)	Jackie McCarter, Head of PRS

13. Data, Consultation, Feedback and Analysis

A variety of data sources can be used in Equality Impact Assessments, to provide an overview about the effect of proposed measures on groups of protected characteristics.

Source <i>e.g. statistics, demographics, indicators, partner data, consultation, surveys, customer complaints and comments</i>	Reasons for using
Wider economic context/austerity/shrinking budgets and growth in demand for local government services <ul style="list-style-type: none"> • LGSS Business Case/ sharing services • Progress to date across LGSS • Wider LGSS proposals/context • Exploiting the opportunities • Mitigating the risks • Securing a brighter future 	Summary of presentation given to LGSS internal staff and reason for the consultation.

In response to the information above, please state whether there are concerns or evidence that the policy/ procedure/ function could have a specific impact on people from the following groups?

	Based on the above information, what impact will this proposal have on the following groups?				Can the policy/procedure/function be altered to help mitigate or alleviate a negative impact?			Can the policy/procedure/function be altered to help meet our Public Sector Equality Duty to advance equality?		
	Positive	Negative	Neutral	Unsure	Yes	No	Unsure	Yes	No	Unsure
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race & Ethnicity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or Belief (or No Belief)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy & Maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Rights (Please see articles in toolkit)										
Other Groups (rural isolation etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Are there any gaps in information and understanding of your policy and services? *If yes please include how you intend to fill these gaps in the Action Planning section.*

Gaps in data/ understanding	
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14. Action Planning

Analysing equalities should be a continuous process. Where a full assessment is not required, but minor changes or amendments to the planned proposal can be made, please use the action plan template below.

Planned Actions	Responsibility	Timeframe	Success Measure
e.g. Filling gaps in information in time for the EqIA review			

Do stakeholders agree with your findings and proposed response? (Please explain your answer.)

The proposal will be presented to the Director of Operations and the MD of LGSS

15. Should the policy proceed to a full impact assessment?

Is there is evidence of a disproportionate adverse or positive impact on any groups of protected characteristic?

Are there concerns that there may be an impact that cannot be easily mitigated or alleviated through minor alterations?

Is there an opportunity to significantly alter your proposal to meet the positive duties?

*If yes to any of the above then you must answer **YES** unless you can provide strong justification below.*

Yes

No

Explain your reasons for your answer:

At present it is not possible to fully assess the actual impact on all protected characteristic groups, at this point in the Budget process. During consultation, the situation will be reviewed and as any impact becomes apparent, appropriate mitigating action will be taken (where this is possible). Standard Council HR policies and procedures will apply, and all of these have been equality impact assessed. During the consultation, assimilation and appointments process we will ensure that any decisions made do not have a disproportionate impact on any protected group

6. Authorisation and Review

Completing Officer (Name):	Jackie McCarter
Completing Officer (Signature):	
Authorising Director (Name):	Christine Reed, Director P, P & T
Authorising Director (Signature):	
Date	
Review Date	

Equality Impact Assessment Matrix

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Department	Finance (Norwich)
Service Area	LGSS Finance
Date	5/2/2013

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- The **elimination of discrimination, harassment and victimisation**
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- Age (young and old),
- Disability (mental, and physical)
- Race and ethnicity,
- Sexual orientation (heterosexuality, homosexuality, etc)
- Religion or belief (including no belief)
- Pregnancy and Maternity
- Marriage and Civil Partnership *Only applies to the first aim of the Public Sector Equality Duty above*

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Equality Analysis

16. Who is responsible for equality analysis?

All officers and members of Northamptonshire County Council, have some degree of responsibility for ensuring that EqIAs are conducted. You need to identify the people who will lead and be responsible for this EqIA.

Title of policy, practice, service or function to be changed or implemented	Finance (Norwich) – Delivery of Savings (2013/14)
Is this a new or existing policy, practice, service or function?	Existing function
Persons undertaking assessment (please also state name or contact of lead officer)	Glenn Hammons, Head of Corporate Finance

17. Details of policy, practice, service or function

<p>What are the aims and objectives of the policy, practice or function? <i>If this EqIA is assessing the impact of a proposed change please describe the aims of the proposed change.</i></p>	<ul style="list-style-type: none"> • To deliver a quality finance service in line with LGSS design principals of ; <ul style="list-style-type: none"> • Co-location of transactional teams over time • Fully integrated single transactional functions • Balance of services and teams across all sites • Convergence of processes and ways of working • Standardisation and simplification • Use of technology to drive out costs
<p>Who is intended to benefit from this proposal policy, practice or function? <i>Beneficiaries could including individuals, small community organisations or wider voluntary bodies.</i></p>	All LGSS customers, LGSS partner organisations.
<p>Who are the main stakeholders in relation to the proposed policy/service/function? (Partners, Community Groups, Commissioned Services etc)</p>	Cambridgeshire County Council and its partner customers and direct customers (incl. Norwich City Council).
<p>Who implements the proposed Policy/Service/Function and is responsible for it? (Lead officer, Head of service, Director etc)</p>	Glenn Hammons, Head of Corporate Finance with direction of Matt Bowmer, Director of Finance

18. Data, Consultation, Feedback and Analysis

A variety of data sources can be used in Equality Impact Assessments, to provide an overview about the effect of proposed measures on groups of protected characteristics.

Source <i>e.g. statistics, demographics, indicators, partner data, consultation, surveys, customer complaints and comments</i>	Reasons for using
Wider economic context, reducing government funding and higher demands for local government services.	Under statute local authorities are required to manage within their financial resources
LGSS business case for shared services along with wider LGSS proposals and progress to date	LGSS business case has been approved in Cambridgeshire County Council, Northamptonshire County Council and Norwich City Council
Exploiting opportunities and mitigating risk to secure longer term security in the future.	

In response to the information above, please state whether there are concerns or evidence that the policy/ procedure/ function could have a specific impact on people from the following groups?

	Based on the above information, what impact will this proposal have on the following groups?				Can the policy/procedure/function be altered to help mitigate or alleviate a negative impact?			Can the policy/procedure/function be altered to help meet our Public Sector Equality Duty to advance equality?		
	Positive	Negative	Neutral	Unsure	Yes	No	Unsure	Yes	No	Unsure
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race & Ethnicity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or Belief (or No Belief)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy & Maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Rights (Please see articles in toolkit)			x							
Other Groups (rural isolation etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Are there any gaps in information and understanding of your policy and services? *If yes please include how you intend to fill these gaps in the Action Planning section.*

Gaps in data/ understanding	No, sufficient information has been gathered in order to inform these decisions.
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19. Action Planning

Analysing equalities should be a continuous process. Where a full assessment is not required, but minor changes or amendments to the planned proposal can be made, please use the action plan template below.

Planned Actions	Responsibility	Timeframe	Success Measure
Regular review of the equalities impact of any proposals as they develop	Glenn Hammons	On-going	

Do stakeholders agree with your findings and proposed response? (Please explain your answer.)

The proposal has been presented to the LGSS Management board, Chief Executives and will be presented to Trade Union forums during the consultation process.

20. Should the policy proceed to a full impact assessment?

Is there is evidence of a disproportionate adverse or positive impact on any groups of protected characteristic?

Are there concerns that there may be an impact that cannot be easily mitigated or alleviated through minor alterations?

Is there an opportunity to significantly alter your proposal to meet the positive duties?

*If yes to any of the above then you must answer **YES** unless you can provide strong justification below.*

Explain your reasons for your answer:

At present it is not possible to fully assess the actual impact on all protected characteristic groups, at this point in the Budget process. During consultation, the situation will be reviewed and as any impact becomes apparent, appropriate mitigating action will be taken (where this is possible). Standard Council HR policies and procedures will apply, and all of these have been equality impact assessed.

6. Authorisation and Review

Completing Officer (Name):	Glenn Hammons, Head of Corporate Finance
Completing Officer (Signature):	
Authorising Director (Name):	Matt Bowmer, Finance Director
Authorising Director (Signature):	
Date	5/2/2013
Review Date	TBC.

Equality Impact Assessment Matrix

From time to time, random sampling of Equality Impact Assessments may occur. They will be scored and assessed for quality assurance in terms of analysing internal and external impact. Internal impact is associated with employees of NCC, and external impact concerns external customers (including community and voluntary groups as well as individuals.) This scoring analyses pre mitigation risk and post mitigation risk.

For more details associated with the Equality Impact Assessment Matrix, as well as specific queries about the general Equality Impact Assessment process, please contact Equalities@Northamptonshire.gov.uk

Department	Internal Audit, Risk Management & Insurance
Service Area	LGSS
Date	18 th December 2012

This Initial EqIA will help you to analyse equality in the context of your policy, practice or function.

The assessment is a useful method to document your equalities analysis in a transparent manner, as well as to consider whether there are opportunities to **advance equality** in relation to your proposal. Even if there are no adverse impacts, it is **essential** to ensure that we meet our equality duties in The Equality Act 2010 by considering whether we have had 'Due Regard' to:

- The **elimination of discrimination, harassment and victimisation**
- The **advancement of equality of opportunity between and for different groups of protected characteristics**
- The **fostering of good relations between and for different groups of protected characteristics**

The '**Protected characteristics**' we must consider in terms of the above **duties** are referred to in the Equality Act 2010 'Public Sector Equality Duty' and are:

- Sex
- Gender reassignment (i.e. transgender individuals),
- Age (young and old),
- Disability (mental, and physical)
- Race and ethnicity,
- Sexual orientation (heterosexuality, homosexuality, etc)
- Religion or belief (including no belief)
- Pregnancy and Maternity
- Marriage and Civil Partnership *Only applies to the first aim of the Public Sector Equality Duty above*

For more information about analysing equalities and to view the Equality Impact Assessment Toolkit, please visit the County Council Equalities pages: <http://www.northamptonshire.gov.uk/en/councilservices/community/equalities/pages/toolkit.aspx>

Equality Analysis

21. Who is responsible for equality analysis?

All officers and members of Northamptonshire County Council, have some degree of responsibility for ensuring that EqIAs are conducted. You need to identify the people who will lead and be responsible for this EqIA.

Title of policy, practice, service or function to be changed or implemented	This analysis relates to the proposed restructure of the LGSS Internal Audit, Risk and Insurance function.
Is this a new or existing policy, practice, service or function?	This is an existing function.
Persons undertaking assessment (please also state name or contact of lead officer)	Steve Tinkler – LGSS Head of Internal Audit, Risk and Insurance.

22. Details of policy, practice, service or function

<p>What are the aims and objectives of the policy, practice or function? <i>If this EqIA is assessing the impact of a proposed change please describe the aims of the proposed change.</i></p>	<p>The function provides Internal Audit, Risk Management and Insurance services to Northamptonshire County Council as part of the delivery of back office business services delivered by LGSS.</p> <p>Specifically: Internal Audit provides core assurance and advisory services in accordance with the Code of Practice for Internal Audit in Local Government. The function provides opinions on the adequacy of the internal control framework within Northamptonshire CC, providing this opinion to the Corporate Management Team, Audit Committee and the External Auditors.</p> <p>Risk Management support is provided to the Corporate Leadership and Management teams to ensure that all</p>
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	<p>necessary risk mitigation actions are taken leading to the effective delivery of NCC organisational objectives.</p> <p>LGSS Insurance delivers the following services to LGSS clients: Programme structure and design, Policy management, Claims management and Insurable and self insured risk financing.</p>
<p>Who is intended to benefit from this proposal policy, practice or function? <i>Beneficiaries could including individuals, small community organisations or wider voluntary bodies.</i></p>	<p>The function supports the effective delivery of audit, risk and insurance services to NCC. The effective discharge of duties provides assurances to NCC on the effective delivery of the organisations objectives.</p>
<p>Who are the main stakeholders in relation to the proposed policy/service/function? <i>(Partners, Community Groups, Commissioned Services etc)</i></p>	<p>Northamptonshire County Council, LGSS and clients of LGSS.</p>
<p>Who implements the proposed Policy/Service/Function and is responsible for it? <i>(Lead officer, Head of service, Director etc)</i></p>	<p>Steve Tinkler, LGSS Head of Internal Audit, Risk and Insurance.</p>

23. Data, Consultation, Feedback and Analysis

A variety of data sources can be used in Equality Impact Assessments, to provide an overview about the effect of proposed measures on groups of protected characteristics.

Source <i>e.g. statistics, demographics, indicators, partner data, consultation, surveys, customer complaints and comments</i>	Reasons for using

In response to the information above, please state whether there are concerns or evidence that the policy/ procedure/ function could have a specific impact on people from the following groups?

	Based on the above information, what impact will this proposal have on the following groups?				Can the policy/procedure/function be altered to help mitigate or alleviate a negative impact?			Can the policy/procedure/function be altered to help meet our Public Sector Equality Duty to advance equality?		
	Positive	Negative	Neutral	Unsure	Yes	No	Unsure	Yes	No	Unsure
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race & Ethnicity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or Belief (or No Belief)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy & Maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Rights (Please see articles in toolkit)										
Other Groups (rural isolation etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Are there any gaps in information and understanding of your policy and services? If yes please include how you intend to fill these gaps in the Action Planning section.

Gaps in data/ understanding	
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24. Action Planning

Analysing equalities should be a continuous process. Where a full assessment is not required, but minor changes or amendments to the planned proposal can be made, please use the action plan template below.

Planned Actions	Responsibility	Timeframe	Success Measure
e.g. Filling gaps in information in time for the EqIA review			

Do stakeholders agree with your findings and proposed response? (Please explain your answer.)

At present it is not possible to fully assess the actual impact on all protected characteristic groups, at this point in the Budget process. During consultation, the situation will be reviewed and as any impact becomes apparent, appropriate mitigating action will be taken (where this is possible). Standard Council HR policies and procedures will apply, and all of these have been equality impact assessed. *During the consultation, assimilation and appointments process we will ensure that any decisions made do not have a disproportionate impact on any protected group*

25. Should the policy proceed to a full impact assessment? Not at the present time.

*Is there is evidence of a disproportionate adverse or positive impact on any groups of protected characteristic?
 Are there concerns that there may be an impact that cannot be easily mitigated or alleviated through minor alterations?
 Is there an opportunity to significantly alter your proposal to meet the positive duties?
 If yes to any of the above then you must answer YES unless you can provide strong justification below.*

Yes		No	No
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Explain your reasons for your answer:

6. Authorisation and Review

Completing Officer (Name):	Steve Tinkler Head of Audit , Risk & Insurance
Completing Officer (Signature):	
Authorising Assistant Director (Name):	Quentin Baker.
Authorising Assistant Director (Signature):	
Date	
Review Date	

Equality Impact Assessment Matrix

From time to time, random sampling of Equality Impact Assessments may occur. They will be scored and assessed for quality assurance in terms of analysing internal and external impact. Internal impact is associated with employees of NCC, and external impact concerns external customers (including community and voluntary groups as well as individuals.) This scoring analyses pre mitigation risk and post mitigation risk.

For more details associated with the Equality Impact Assessment Matrix, as well as specific queries about the general Equality Impact Assessment process, please contact Equalities@Northamptonshire.gov.uk

Department	Business Transformation, LGSS Programme and IT Technologies & Business Solutions Teams
Service Area	LGSS People, Performance and Transformation
Date	20 th December 2012

This Initial EqIA will help you to analyse equality in the context of your policy, practice or function.

The assessment is a useful method to document your equalities analysis in a transparent manner, as well as to consider whether there are opportunities to **advance equality** in relation to your proposal. Even if there are no adverse impacts, it is **essential** to ensure that we meet our equality duties in The Equality Act 2010 by considering whether we have had 'Due Regard' to:

- The **elimination of discrimination, harassment and victimisation**
- The **advancement of equality of opportunity between and for different groups of protected characteristics**
- The **fostering of good relations between and for different groups of protected characteristics**

The '**Protected characteristics**' we must consider in terms of the above **duties** are referred to in the Equality Act 2010 'Public Sector Equality Duty' and are:

- Sex
- Gender reassignment (i.e. transgender individuals),
- Age (young and old),
- Disability (mental, and physical)
- Race and ethnicity,
- Sexual orientation (heterosexuality, homosexuality, etc)
- Religion or belief (including no belief)
- Pregnancy and Maternity
- Marriage and Civil Partnership *Only applies to the first aim of the Public Sector Equality Duty above*

For more information about analysing equalities and to view the Equality Impact Assessment Toolkit, please visit the County Council Equalities pages: <http://www.northamptonshire.gov.uk/en/councilservices/community/equalities/pages/toolkit.aspx>

26. Who is responsible for equality analysis?

All officers and members of Northamptonshire County Council, have some degree of responsibility for ensuring that EqIAs are conducted. You need to identify the people who will lead and be responsible for this EqIA.

Title of policy, practice, service or function to be changed or implemented	Integration of transformation programme teams
Is this a new or existing policy, practice, service or function?	Integration of existing teams
Persons undertaking assessment (please also state name or contact of lead officer)	Peter Cox – LGSS Programme Manager Frank Whiteley – Business Transformation Programme Manager

27. Details of policy, practice, service or function

<p>What are the aims and objectives of the policy, practice or function?</p> <p><i>If this EqIA is assessing the impact of a proposed change please describe the aims of the proposed change.</i></p>	<p>Integration of three existing programme teams:</p> <ul style="list-style-type: none"> • Create two programme teams, focused on programme and project management of transformation within NCC and LGSS (including the delivery of transformation projects for other LGSS partners as required) • Develop a shared culture, collaborative ethos and consistent and flexible ways of working across the teams • Develop skills of the teams to become more flexible, multi-skilled resource in both business change and IT project management and systems requirements • Integrate and streamline project and programme support into a single Programme Management Office (PMO) supporting both teams • Improve support to governance arrangements, giving greater transparency to corporate programmes and projects, prioritisation and allocation of resources
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<p>Who is intended to benefit from this proposal policy, practice or function? <i>Beneficiaries could including individuals, small community organisations or wider voluntary bodies.</i></p>	<p>NCC, LGSS and its partner organisations to whom programme and project management services are provided will benefits from the objectives outlined above. Other LGSS partners will also gain from this proposal through the LGSS transformation programme and subsequent improvements across its services.</p> <p>As part of these proposed changes, every affected member of staff will be given sufficient opportunity to respond to a comprehensive consultation document, which this EqlA is intended to support. The results of the consultation will inform and influence any final decisions on whether to adopt the proposals or not.</p> <p>If the restructure goes ahead as planned in the consultation document, as some of the new jobs are higher grades than some of those in the existing teams, these jobs will be advertised internally. It is therefore likely that a number of existing staff will be put at risk of redundancy, though all those affected will have the opportunity to apply for positions in the new structure.</p> <p>The only people impacted are staff within LGSS.</p>
<p>Who are the main stakeholders in relation to the proposed policy/service/function? <i>(Partners, Community Groups, Commissioned Services etc)</i></p>	<p>Northamptonshire County Council, Cambridgeshire County Council and their LGSS partners.</p>
<p>Who implements the proposed Policy/Service/Function and is responsible for it? <i>(Lead officer, Head of service, Director etc)</i></p>	<p>Implementation: Peter Cox – LGSS Programme Manager Frank Whiteley – Business Transformation Programme Manager Responsible LGSS Director: Christine Reed, Director of People, Performance and Transformation</p>

28. Data, Consultation, Feedback and Analysis

A variety of data sources can be used in Equality Impact Assessments, to provide an overview about the effect of proposed measures on groups of protected characteristics.

Source <i>e.g. statistics, demographics, indicators, partner data, consultation, surveys, customer complaints and comments</i>	Reasons for using
Wider economic context/austerity/shrinking budgets and growth in demand for local government services <ul style="list-style-type: none"> • LGSS Business Case/ sharing services • Progress to date across LGSS • Wider LGSS proposals/context • Exploiting the opportunities • Mitigating the risks • Securing a brighter future 	Summary of presentation given to LGSS internal staff and reason for the consultation.
Workforce profile data for the affected teams	Ensuring that specific groups may not be disproportionately affected by proposals

In response to the information above, please state whether there are concerns or evidence that the policy/ procedure/ function could have a specific impact on people from the following groups?

	Based on the above information, what impact will this proposal have on the following groups?				Can the policy/procedure/function be altered to help mitigate or alleviate a negative impact?			Can the policy/procedure/function be altered to help meet our Public Sector Equality Duty to advance equality?		
	Positive	Negative	Neutral	Unsure	Yes	No	Unsure	Yes	No	Unsure
Sex	<input type="checkbox"/>	<input type="checkbox"/>	•	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	•	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Age	<input type="checkbox"/>	<input type="checkbox"/>	•	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	•	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race & Ethnicity	<input type="checkbox"/>	<input type="checkbox"/>	•	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	•	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or Belief (or No Belief)	<input type="checkbox"/>	<input type="checkbox"/>	•	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy & Maternity	<input type="checkbox"/>	<input type="checkbox"/>	•	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Rights (Please see articles in toolkit)			•							
Other Groups (rural isolation etc)	<input type="checkbox"/>	<input type="checkbox"/>	•	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Are there any gaps in information and understanding of your policy and services? *If yes please include how you intend to fill these gaps in the Action Planning section.*

Gaps in data/ understanding	
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29. Action Planning

Analysing equalities should be a continuous process. Where a full assessment is not required, but minor changes or amendments to the planned proposal can be made, please use the action plan template below.

Planned Actions	Responsibility	Timeframe	Success Measure
e.g. Filling gaps in information in time for the EqIA review			

Do stakeholders agree with your findings and proposed response? (Please explain your answer.)

This proposal has been presented to the LGSS Management Board, representing both Northamptonshire and Cambridgeshire County Councils

30. Should the policy proceed to a full impact assessment?

*If there is evidence of a disproportionate adverse or positive impact on any groups of protected characteristic?
 Are there concerns that there may be an impact that cannot be easily mitigated or alleviated through minor alterations?
 Is there an opportunity to significantly alter your proposal to meet the positive duties?
 If yes to any of the above then you must answer **YES** unless you can provide strong justification below.*

Yes		No	•
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Explain your reasons for your answer:

There is no evidence to suggest that any protected groups may be disproportionately affected by these proposals, with no significant difference in known protected group status of individuals across the teams who are, or are not, affected by the proposals. Any individuals placed at risk of redundancy should their posts be deleted will be fully protected by existing HR policies and procedures, including any entitlement to prior consideration. Any recruitment processes will be carried out with full regard to existing equal opportunities policies. **During the consultation, assimilation and appointments process we will ensure that any decisions made do not have a disproportionate impact on any protected group.**

Completing Officer (Name):	Peter Cox
Completing Officer (Signature):	
Authorising Director (Name):	Christine Reed
Authorising Director (Signature):	
Date	20 th December 2012
Review Date	TBC

Equality Impact Assessment Matrix

From time to time, random sampling of Equality Impact Assessments may occur. They will be scored and assessed for quality assurance in terms of analysing internal and external impact. Internal impact is associated with employees of NCC, and external impact concerns external customers (including community and voluntary groups as well as individuals.) This scoring analyses pre mitigation risk and post mitigation risk.

For more details associated with the Equality Impact Assessment Matrix, as well as specific queries about the general Equality Impact Assessment process, please contact Equalities@Northamptonshire.gov.uk

Department	Service Assurance
Service Area	LGSS Managing Director Service
Date	17 December 2012

This Initial EqIA will help you to analyse equality in the context of your policy, practice or function.

The assessment is a useful method to document your equalities analysis in a transparent manner, as well as to consider whether there are opportunities to **advance equality** in relation to your proposal. Even if there are no adverse impacts, it is **essential** to ensure that we meet our equality duties in The Equality Act 2010 by considering whether we have had 'Due Regard' to:

- The **elimination of discrimination, harassment and victimisation**
- The **advancement of equality of opportunity between and for different groups of protected characteristics**
- The **fostering of good relations between and for different groups of protected characteristics**

The '**Protected characteristics**' we must consider in terms of the above **duties** are referred to in the Equality Act 2010 'Public Sector Equality Duty' and are:

- Sex
- Gender reassignment (i.e. transgender individuals),
- Age (young and old),
- Disability (mental, and physical)
- Race and ethnicity,
- Sexual orientation (heterosexuality, homosexuality, etc)
- Religion or belief (including no belief)
- Pregnancy and Maternity
- Marriage and Civil Partnership *Only applies to the first aim of the Public Sector Equality Duty above*

For more information about analysing equalities and to view the Equality Impact Assessment Toolkit, please visit the County Council Equalities pages: <http://www.northamptonshire.gov.uk/en/councilservices/community/equalities/pages/toolkit.aspx>

31. Who is responsible for equality analysis?

All officers and members of Northamptonshire County Council, have some degree of responsibility for ensuring that EqIAs are conducted. You need to identify the people who will lead and be responsible for this EqIA.

Title of policy, practice, service or function to be changed or implemented	New Service Assurance function to be implemented
Is this a new or existing policy, practice, service or function?	New Service Assurance function
Persons undertaking assessment (please also state name or contact of lead officer)	Claire Townrow & Christine Reed

32. Details of policy, practice, service or function

<p>What are the aims and objectives of the policy, practice or function?</p> <p><i>If this EqIA is assessing the impact of a proposed change please describe the aims of the proposed change.</i></p>	<p>Create a new Service Assurance function including the proposal:</p> <ul style="list-style-type: none"> • Creation of a Head of Service Assurance • Executive business support • LGSS performance and information reporting and contract management • An integrated (internal) LGSS Customer Service Helpdesk • Customer Strategy and LGSS Service Planning, Business Continuity and Risk. <p>To provide consistent and efficient business support. A major driver in this restructure is the reduction in general spend and the removal of duplicated roles and responsibilities. The current disparate sections are being merged into one, with offices both at Cambridge, Northampton and any new clients/customer sites.</p>
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<p>Who is intended to benefit from this proposal policy, practice or function? <i>Beneficiaries could including individuals, small community organisations or wider voluntary bodies.</i></p>	<p>LGSS and its retained partner organisations. All customer partners of LGSS will also gain from this proposal. It will create an internal support function for LGSS and its management team.</p> <p>The impact will be a change in the way in which the general administrative service is delivered with a focus upon development, improvement and high level office management support to the MD and his management team.</p> <p>As part of these proposed changes, every affected member of staff will be given sufficient opportunity to respond to a comprehensive consultation document, which this CIA is intended to support. The results of the consultation will inform and influence any final decisions on whether to adopt the proposals or not.</p> <p>If the restructure goes ahead as planned in the consultation document, and as the new jobs are higher grades than the jobs aimed to transfer from across LGSS, then these jobs will be advertised internally. It is therefore likely that redundancies will occur, though all those affected will have the opportunity to apply for positions in the new structure. Voluntary redundancy will be offered.</p> <p>The only people impacted are staff within LGSS. A limited group is involved in this assessment: Claire Townrow – Head of Service Transformation Gail Barker – Senior HR Advisor</p>
<p>Who are the main stakeholders in relation to the proposed policy/service/function? (Partners, Community Groups, Commissioned Services etc)</p>	<p>Northamptonshire County Council, Cambridgeshire County Council and its partner customers and direct customers</p>
<p>Who implements the proposed Policy/Service/Function and is responsible for it? (Lead officer, Head of service, Director etc)</p>	<p>Christine Reed, Director of People, Performance and Transformation with the new LGSS Managing Director</p>

33. Data, Consultation, Feedback and Analysis

A variety of data sources can be used in Equality Impact Assessments, to provide an overview about the effect of proposed measures on groups of protected characteristics.

Source <i>e.g. statistics, demographics, indicators, partner data, consultation, surveys, customer complaints and comments</i>	Reasons for using
<p>Wider economic context/austerity/shrinking budgets and growth in demand for local government services</p> <ul style="list-style-type: none"> • LGSS Business Case/ sharing services • Progress to date across LGSS • Wider LGSS proposals/context • Exploiting the opportunities • Mitigating the risks • Securing a brighter future 	<p>Summary of presentation given to LGSS internal staff and reason for the consultation.</p>

In response to the information above, please state whether there are concerns or evidence that the policy/ procedure/ function could have a specific impact on people from the following groups?

	Based on the above information, what impact will this proposal have on the following groups?				Can the policy/procedure/function be altered to help mitigate or alleviate a negative impact?			Can the policy/procedure/function be altered to help meet our Public Sector Equality Duty to advance equality?		
	Positive	Negative	Neutral	Unsure	Yes	No	Unsure	Yes	No	Unsure
Sex	<input type="checkbox"/>	<input type="checkbox"/>	•	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	•	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Age	<input type="checkbox"/>	<input type="checkbox"/>	•	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	•	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race & Ethnicity	<input type="checkbox"/>	<input type="checkbox"/>	•	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	•	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or Belief (or No Belief)	<input type="checkbox"/>	<input type="checkbox"/>	•	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy & Maternity	<input type="checkbox"/>	<input type="checkbox"/>	•	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Rights (Please see articles in toolkit)			•							
Other Groups (rural isolation etc)	<input type="checkbox"/>	<input type="checkbox"/>	•	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Are there any gaps in information and understanding of your policy and services? *If yes please include how you intend to fill these gaps in the Action Planning section.*

Gaps in data/ understanding	
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34. Action Planning

Analysing equalities should be a continuous process. Where a full assessment is not required, but minor changes or amendments to the planned proposal can be made, please use the action plan template below.

Planned Actions	Responsibility	Timeframe	Success Measure
e.g. Filling gaps in information in time for the EqIA review			

Do stakeholders agree with your findings and proposed response? (Please explain your answer.)

This proposal has been presented to the LGSS Management Board and to the Chief Executives in both retained organisations

35. Should the policy proceed to a full impact assessment?

*If there is evidence of a disproportionate adverse or positive impact on any groups of protected characteristic?
 Are there concerns that there may be an impact that cannot be easily mitigated or alleviated through minor alterations?
 Is there an opportunity to significantly alter your proposal to meet the positive duties?
 If yes to any of the above then you must answer **YES** unless you can provide strong justification below.*

Yes

No



Explain your reasons for your answer:

At present it is not possible to fully assess the actual impact on all protected characteristic groups, at this point in the Budget process. During consultation, the situation will be reviewed and as any impact becomes apparent, appropriate mitigating action will be taken (where this is possible). During the consultation, assimilation and appointments process we will ensure that any decisions made do not have a disproportionate impact on any protected group. Standard Council HR policies and procedures will apply, and all of these have been equality impact assessed.

6. Authorisation and Review

Completing Officer (Name):	Claire Townrow
Completing Officer (Signature):	
Authorising Director (Name):	Christine Reed
Authorising Director (Signature):	
Date	17 December 2012
Review Date	TBC

Equality Impact Assessment Matrix

From time to time, random sampling of Equality Impact Assessments may occur. They will be scored and assessed for quality assurance in terms of analysing internal and external impact. Internal impact is associated with employees of NCC, and external impact concerns external customers (including community and voluntary groups as well as individuals.) This scoring analyses pre mitigation risk and post mitigation risk.

For more details associated with the Equality Impact Assessment Matrix, as well as specific queries about the general Equality Impact Assessment process, please contact Equalities@Northamptonshire.gov.uk

COMMUNITY IMPACT ASSESSMENT

The following template has been put together to record the results of your impact assessment.

For each of these questions, take account of the following equality strands:

- *Age*
- *Sex*
- *Gender reassignment*
- *Marriage and civil partnership*
- *Disability*
- *Ethnicity, race and culture*
- *Sexual orientation*
- *Religion or belief*
- *Pregnancy and Maternity*

You may also want to consider these characteristics, which can be significant in areas of Cambridgeshire:

- *Rural isolation*
- *Deprivation*

	Key Sections	Your Answer
1.	<p>Scope:</p> <ul style="list-style-type: none"> • What is the existing service, document or action being impact assessed? 	<p>LGSS Pension Service. The management level was restructured across both Cambridgeshire and Northamptonshire Pension teams, to introduce one structure with no duplication of posts or responsibilities in Dec 11/Jan 12. We are now proposing to complete this exercise by cascading the restructuring to the rest of the teams within the Pension Services area at both Cambridge and Northampton. This will deliver a more cohesive, cost-efficient and modern service to both counties and any future members / clients of LGSS.</p>

	<p>What are the aims and objectives of the service, document or action</p>	<p>To provide members of both Cambridgeshire and Northamptonshire Pension Funds with a best in class Pension Administration and Benefit Service.</p>
	<ul style="list-style-type: none"> • What is the proposed change? What will be different? 	<p>It is proposed to integrate and streamline the two teams, to increase efficiency and drive out duplication. The management structure already reflects this and systems have been updated to allow working from either site on either Fund.</p> <p>LGSS requires its transactional services team to be run from one location. This decision will need to take in to account systems, people, and stakeholder views. As part of the consultation process we will explore options and implications and strategies to implement, these could range from a one step approach to phased over time through natural wastage.</p> <p>The proposals will remove duplication and provide a one service ethic. The number of posts in that stratum will be reduced.</p>
<p>2.</p>	<p>Who should be involved:</p> <ul style="list-style-type: none"> • Who is involved in this impact assessment? <p>e.g. Council officers, stakeholders from partner organisations, service users and community experts</p>	<p>Stephen Dainty – Head of Pensions.</p>

<p>3 a) What will the impact be?</p> <ul style="list-style-type: none"> • What groups will be affected by this? • What will the impacts on these groups be? • What evidence has been used to inform this view? 	<p>The Pensions Service delivers advice and support to a wide ranging base of council employees, and the service it provides brings stability and a sense of security to groups from all equality strands when considering financial arrangements for retirement. However, as this is a staff restructure to better organise work flows across the two authorities, the main group to be impacted will be the employees affected.</p> <p>Hymans Robertson Pension Fund Actuaries and Consultants have been commissioned to determine a Pension Service structure for a modern shared service environment.</p> <p>In any amalgamation of sections there will always be the potential for post duplication, and this exercise has been no exception. The exercise will address these issues, remove duplication and deliver a streamlined service which will benefit members.</p> <p>As part of these proposed changes, every affected member of staff will be given sufficient opportunity to respond to a comprehensive consultation document, which this CIA is intended to support. The results of the consultation will inform and influence any final decisions on whether to adopt the proposals or not.</p> <p>As there will be a rationalisation of posts, redundancies are likely to occur. However, there will be number of new and significantly changed posts, which will create opportunities for employees within the new structure.</p>
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<ul style="list-style-type: none"> • What plans are in place to mitigate any negative impacts identified? 	<p>Both Councils will seek to mitigate any compulsory redundancies, by supporting employees in their search for alternative employment.</p> <p>During the consultation, assimilation and appointments process we will ensure that any decisions made do not have a disproportionate impact on any protected group.</p>
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4. Making a judgement:

- Your final judgement – will your service, document or action have a positive, negative or neutral equality impact?
- If it will have a positive impact on some groups and a neutral impact on others, is this justified?
- Are there any existing or potential equality issues with your service, document or action that need to be addressed?

Equality strand	Judgement based on evidence cited above (positive, negative, neutral)	Issues or opportunities that need to be addressed
Age	Neutral.	.
Sex	Neutral	
Disability	Neutral	
Ethnicity, race and culture	Neutral	
Sexual orientation	Neutral	
Religion or belief	Neutral	
Pregnancy & Maternity	Neutral	
Marriage and Civil Partnership	Neutral	
Gender reassignment	Neutral	
<i>You may also want to make a judgement on:</i>		
Rural isolation	Neutral	
Deprivation	Neutral	

5. Action planning:

- Are there any actions that you have identified to address any potentially unjustifiable differences in impact on different equality groups
- Are there any actions you have identified to take

Issue/opportunity	Action	Lead officer	Timescale	Action plan recorded in
None				



	<p>advantage of an opportunity you have identified to promote equality and diversity</p> <ul style="list-style-type: none">• Where will these actions be recorded (i.e. which service plan, strategy action plan etc.)?	
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6.	Monitoring and Review: <ul style="list-style-type: none">• If the actions identified in stage 5 are not incorporated into an existing action plan, how will you monitor them?• When will you review this impact assessment? Who will be responsible?	N/A 3 months after implementation by Head of Pensions.
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If it is relevant to your area, you may also need to consider the impact on community cohesion:

Community Cohesion <i>Answer the above with yes, no, or not applicable</i> <ul style="list-style-type: none">a. Will this service, document or action help community groups to develop a vision of a shared future?b. Will this service, document or action help community groups to improve their understanding and respect for each other?	Yes – this will deliver a true shared service to the communities living in Cambridgeshire and Northamptonshire, and potentially other areas around the country who opt to use LGSS in the future. Yes – it will enable and improve understanding of pension
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implications and responsibilities for not only employees, but their family members affected by their pension arrangements.

c. Does this service, document or action promote engagement of children and young people in the locality?

N/a

d. Have local stakeholders and community leaders been engaged in the planning of this service, document or action?

If you have answered **NO** to any of these questions please outline the reasons and consider if and how this work needs doing

N/A

The Pensions Service operates to serve current members of the LGPS. As such, there is no need to consult young people or community leaders and local stakeholders on an internal management restructure. The external-facing service will remain the same.