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NOTICE OF MEETING

Meeting	Policy and Resources Select Committee
Date and Time	Friday, 22nd September, 2017 at 10.00 am
Place	Wellington Room, Elizabeth II Court South, The Castle, Winchester
Enquiries to	members.services@hants.gov.uk

John Coughlan CBE
Chief Executive
The Castle, Winchester SO23 8UJ

FILMING AND BROADCAST NOTIFICATION

This meeting may be recorded and broadcast live on the County Council's website. The meeting may also be recorded and broadcast by the press and members of the public – please see the Filming Protocol available on the County Council's website.

AGENDA

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

All Members who believe they have a Disclosable Pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Part 3 Paragraph 1.5 of the County Council's Members' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 1.6 of the Code. Furthermore all Members with a Non-Pecuniary interest in a matter being considered at the meeting should consider whether such interest should be declared, and having regard to Part 5, Paragraph 2 of the Code, consider whether it is appropriate to leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with the Code.

3. MINUTES OF PREVIOUS MEETING (Pages 3 - 8)

To confirm the minutes of the previous meeting

4. DEPUTATIONS

To receive any deputations notified under Standing Order 12.

5. CHAIRMAN'S ANNOUNCEMENTS

To receive any announcements the Chairman may wish to make.

6. TRANSFORMATION TO 2019 - REVENUE SAVINGS PROPOSALS
(Pages 9 - 104)

For the Select Committee to scrutinise the proposals for revenue savings for areas within the Policy and Resources budget under the Transformation to 2019 programme, in advance of consideration by the Executive Member for Policy and Resources on the afternoon of 22 September 2017.

7. WORK PROGRAMME (Pages 105 - 112)

To consider the work programme of future topics for consideration by the Policy and Resources Select Committee.

ABOUT THIS AGENDA:

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

ABOUT THIS MEETING:

The press and public are welcome to attend the public sessions of the meeting. If you have any particular requirements, for example if you require wheelchair access, please contact members.services@hants.gov.uk for assistance.

County Councillors attending as appointed members of this Committee or by virtue of Standing Order 18.5; or with the concurrence of the Chairman in connection with their duties as members of the Council or as a local County Councillor qualify for travelling expenses.

Agenda Item 3

AT A MEETING of the Policy and Resources Select Committee of HAMPSHIRE COUNTY COUNCIL held at The Castle, Winchester on Thursday, 22nd June, 2017

PRESENT

Chairman:

p Councillor Jonathan Glen

Vice Chairman:

p Councillor Keith Evans

p Councillor Ray Bolton
p Councillor Adrian Collett
p Councillor Judith Grajewski
p Councillor Edward Heron
a Councillor Keith House
p Councillor Roger Huxstep

p Councillor Mark Kemp-Gee
p Councillor Peter Latham
a Councillor Anna McNair-Scott
p Councillor Floss Mitchell
p Councillor Bruce Tennent
p Councillor Michael Westbrook

Also present with the agreement of the Chairman: Councillor Keith Mans, Deputy Leader, attended in place of Councillor Roy Perry, Executive Member for Policy and Resources and Leader of the Council

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Anna McNair Scott. The conservative substitute Cllr Chris Carter attended in her place. Apologies were also received from Cllr Keith House. The liberal democrat substitute Cllr Mike Thornton attended in his place.

2. DECLARATIONS OF INTEREST

Members were mindful that where they believed they had a Disclosable Pecuniary Interest in any matter considered at the meeting they must declare that interest at the time of the relevant debate and, having regard to the circumstances described in Part 3, Paragraph 1.5 of the County Council's Members' Code of Conduct, leave the meeting while the matter was discussed, save for exercising any right to speak in accordance with Paragraph 1.6 of the Code. Furthermore Members were mindful that where they believed they had a Non-Pecuniary interest in a matter being considered at the meeting they considered whether such interest should be declared, and having regard to Part 5, Paragraph 2 of the Code, considered whether it was appropriate to leave the meeting whilst the matter was discussed, save for exercising any right to speak in accordance with the Code.

3. MINUTES OF PREVIOUS MEETING

The Minutes of the Policy & Resources Select Committee meeting held on 20 January 2017 were confirmed as a correct record and signed by the Chairman.

4. **DEPUTATIONS**

No deputation requests had been received on this occasion.

5. **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman paid tribute to Cllr Elaine Still, the previous Chairman of this Select Committee, and gave thanks to the following Members who had served on this Select Committee prior to the election: Cllr Connor, Cllr McIntosh, Cllr Wheale, Cllr Thornber, Cllr Staplehurst and Cllr Moore. Cllr Collett wished to record his thanks to Cllr Still for how she had Chaired the committee.

The Chairman welcomed new Members on the committee, and invited all Members present to introduce themselves, including their background and experience.

6. **NEW ADMINISTRATION: INTRODUCTION TO SCRUTINY**

The Chairman introduced the item by highlighting his understanding of the role of scrutiny, including the 'four c's'; compare, consult, compete, challenge. The Committee considered a presentation from officers in Legal and Governance providing an introduction to scrutiny (see Item 6 in the Minute Book).

Members heard that:

- The approach taken to scrutiny at Hampshire County Council encouraged scrutiny of issues prior to decision making
- The quorum for this committee for requesting a 'call in' was four members

RESOLVED:

The Policy and Resources Select Committee note the content of the presentation.

7. **2016/17 END OF YEAR FINANCIAL REPORT AND TRANSFORMATION TO 2019**

The Committee considered reports and a supporting presentation from the Director of Corporate Resources – Corporate Services, regarding the 2016/17 End of Year Financial Report and Transformation to 2019 (see Item 7 in the Minute Book).

Members heard that:

- The County Council's good financial position meant funds were available to invest in IT to support the next phase of transformation to deliver savings by 2019. The majority of the funding estimated to be needed was available; a further report would be presented to Cabinet with proposals to meet any gap in funding
- A business case was required for IT investment to be approved; it was expected that the savings achieved would be greater than the value of the investment

- It was planned to draw down £70 million from reserves in order to balance the budget in 2018/19
- The County Council has a limit within which it can borrow funds, and currently Hampshire was under this limit by £250 million. The County already has investments of £513 million, and the investment strategy in place limits the maximum the County invests with any one other party, and ensures the investments are AAA rated (wherever possible) to minimise risk
- The County Council would no longer receive any Revenue Support Grant by 2020
- The County would need to absorb the impact of the change in national living wage, as there was no funding due from central government to cover this
- The financial position for future years included an assumption of a 0.5% increase in council tax base
- 1% on council tax equates to approximately £5.7 million in revenue income
- Under the transformation to 2019 programme, the same percentage reduction was expected of all departments
- It was planned to lobby the government for changes to legislation that could help meet the savings target. The Chairman suggested that the relevant Select Committee monitor the situation for the areas identified
- It was planned to undertake public consultation in July and August regarding the Council's options to balance the budget in 2019, to feed in to decisions in the autumn of 2017, to enable enough lead time to deliver savings by April 2019. It was planned to close the consultation on 21 August 2017
- There would be further consultation in future on service specific savings proposals

Cllr Collett proposed a recommendation, seconded by Cllr Westbrook:
That the planned consultation on the budget strategy be extended to cover a longer period outside of school holidays.

This was put to the vote and lost by 4 in favour, 8 against.

Cllr Collett proposed a further recommendation, seconded by Cllr Glen:
That the Policy and Resources Select Committee request that the Cabinet make representations to central government to re-consider the austerity measures impacting on local government finance, due to the challenges the reduction in budget poses for the County Council in continuing to provide public services.

This was agreed.

The Chairman congratulated the finance team on their management of the county council's finances, which Cllr Collett supported.

RECOMMENDED:

That the Policy and Resources Select Committee endorses the Cabinet's recommendations to full Council set out in section 10.10 of the 2016/17 End of Year Financial Report.

That the Policy and Resources Select Committee notes the key points of the Transformation to 2019: Report No.1 Report, as summarised in section 8.1.

That the Policy and Resources Select Committee request that the Cabinet make representations to central government to re-consider the austerity measures impacting on local government finance, due to the challenges the reduction in budget poses for the County Council in continuing to provide public services.

8. **SHAPING HAMPSHIRE 2016/17 YEAR END PERFORMANCE REPORT AND SERVING HAMPSHIRE STRATEGIC PLAN FOR 2017 TO 2021**

The Committee considered reports and a supporting presentation from the Chief Executive regarding the 'Shaping Hampshire' 2016/17 Year End Performance Report and the 'Serving Hampshire' Strategic Plan for 2017 to 2021 (see Item 8 in the Minute Book).

Members heard that:

- The revised Strategic Plan for the next four years included four aims, supported by eight ways of working
- It was proposed that the new Plan replace the existing Corporate Strategy three themes, and the previous four strands of the Shaping Hampshire Plan, and also replace the Sustainable Communities Strategy
- The performance management framework had been revised and now included greater emphasis on feedback from residents
- Performance against the previous 'Shaping Hampshire' Plan had generally been good in 2016/17
- There were two areas where performance was a concern; number of people killed or seriously injured on the roads, and delayed transfers of care from hospitals

Following questions Members heard:

- Members queried whether the measure for deaths and injuries on the road included roads managed by the highways agency, and whether it was only those casualties resident in Hampshire that were counted. It was agreed to check and report back to members after the meeting
- It was agreed to refer the issue regarding those killed and seriously injured on Hampshire roads to the Economy Transport and Environment Select Committee for further investigation
- Members queried regarding the data for delayed discharges from hospital in terms of how these delays are attributed. It was agreed to forward further information from the Adults Health and Care Department after the meeting

RECOMMENDED:

That the Policy and Resources Select Committee note the County Council's key performance outcomes against the Shaping Hampshire plan for 2016/17.

That the Policy and Resources Select Committee endorses the Cabinet's recommendations to full Council set out in section seven of the 'Serving Hampshire – Strategic Plan for 2017-2021' report.

9. WORK PROGRAMME

The Committee considered a report from the Director of Transformation and Governance regarding the future work programme for this Select Committee (see Item 9 in the Minute Book).

It was noted that each Select Committee was due to consider outline Transformation to 2019 savings proposals for the areas they scrutinise at the September 2017 meetings. It was expected these reports would include an analysis of the responses to the public consultation taking place in July and August.

The Chairman confirmed that Members were welcome to suggest topics for the future work programme to himself or the Democratic and Member Services Officer supporting the meeting.

RESOLVED:

That the Work Programme is agreed, subject to any amendments made at this meeting.

Chairman,

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HAMPSHIRE COUNTY COUNCIL

Report

Committee:	Policy and Resources Select Committee
Date:	22 September 2017
Title:	Transformation to 2019 – Revenue Savings Proposals (Policy and Resources)
Report From:	Chief Executive, Director of Corporate Resources, Director of Transformation & Governance and Director of Culture, Communities & Business Services

Contact name: Stephanie Randall and Patrick Blogg

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1. Purpose of Report

- 1.1. For the Select Committee to scrutinise the attached Executive Decision Report in advance of its consideration for a decision by the Executive Member for Policy and Resources on the afternoon of 22 September 2017.
- 1.2. The attached report seeks the Executive Member's approval of detailed savings proposals set out in the report and which, subject to his approval, will be submitted to Cabinet in October 2017 and, subject to its approval, be considered by Full Council in November 2017.
- 1.3. The Select Committee will wish to note the attached report also includes details of the Equality Impact Assessments (EIAs) that have been produced in respect of the savings proposals. It also provides information about the public consultation exercise that was carried out over the summer and how this has impacted on the proposals set out in the report.

2. Recommendation

That the Policy and Resources Select Committee:

2.1. Either:

Support the submission to Cabinet of the proposed savings options contained in the attached report and its Appendix 1

Or:

Agree any alternative recommendations to the Executive Member for Policy and Resources, with regards to the proposals set out in the attached report.

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HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Executive Member for Policy and Resources
Date:	22 September 2017
Title:	Transformation to 2019 – Revenue Savings Proposals
Report From:	Chief Executive, Director of Corporate Resources, Director of Transformation & Governance and Director of Culture, Communities & Business Services

Contact name: Stephanie Randall and Patrick Blogg

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1. Executive Summary

- 1.1. The purpose of this report is to outline the detailed savings proposals for the Policy and Resources budget that have been developed as part of the Transformation to 2019 Programme.
- 1.2. The report also provides details of the Equality Impact Assessments (EIAs) that have been produced in respect of these proposals and highlights where applicable, any key issues arising from the public consultation exercise that was carried out over the Summer and how these have impacted on the final proposals presented in this report.
- 1.3. The Executive Member is requested to approve the detailed savings proposals for submission to Cabinet and then full County Council in October, recognising that there will be further public consultation for some proposals.

2. Contextual information

- 2.1. Members will be fully aware that the County Council has been responding to reductions in public spending, designed to close the structural deficit within the economy, since the first reductions to government grants were applied in 2010/11 and then as part of subsequent Comprehensive Spending Reviews.
- 2.2. Reductions in government grant together with inflationary and service pressures, notably within social care areas, have created an average budget gap of around £50m per annum, meaning that circa £100m has needed to be saved every two year cycle.
- 2.3. This position has been exacerbated following the changes announced in the Local Government Settlement in February 2016 which provided definitive figures for 2016/17 and provisional figures for the following three years to 2020. The settlement included a major revision to the methodology for

distributing Revenue Support Grant (RSG) which had a major impact on Shire Counties and Shire Districts and also reflected a clear shift by the government in council tax policy.

- 2.4. Consequently, even after allowing for council tax increases over the settlement period, the forecast gap for the two years to 2019/20 is £140m, and after allowing for 'housekeeping savings' of £20m, targets were set for Departments based on a reduction of approaching 19% in cash limited spend.
- 2.5. One of the key features of the County Council's well documented financial strategy and previous savings programmes has been the ability to plan well in advance, take decisions early and provide the time and capacity to properly implement savings so that a full year impact is derived in the financial year that they are needed.
- 2.6. This approach has also meant that savings have often been implemented in anticipation of immediate need and this has provided resources both corporately and to individual departments to fund investment in capital assets and to fund further change and transformation programmes to deliver the next wave of savings. This approach has enabled the County Council to cushion some of the most difficult implications of the financial changes.
- 2.7. Whilst this has been a key feature of previous cost reduction programmes it was recognised without doubt that the Transformation to 2019 (Tt2019) Programme, the fourth major cost reduction exercise for the County Council since 2010, would be significantly more challenging than any previous transformation and efficiency programme against the backdrop of a generally more challenging financial environment and burgeoning service demands.
- 2.8. Departments have looked closely at potential opportunities to achieve the required savings and unsurprisingly the exercise has been extremely challenging because savings of £340m have already been driven out over the past seven years, and the fact that the sheer size of the 19% target requires a complete "re-look"; with previously discounted options having to be re-considered. It has been a significant challenge for all Departments to develop a set of proposals that, together, can enable their share of the Tt2019 Programme target to be delivered.
- 2.9. The opportunity assessment and planning work has confirmed the sheer complexity and challenge behind some of the proposals as a consequence of which in a number of areas significantly more than two years will be required to develop plans and implement the specific service changes.
- 2.10. The cashflow support required to manage the extended delivery timetable will in the most part be met from departmental cost of change reserves and further contingency options to cover any shortfall will be considered as part of the updated Medium Term Financial Strategy (MTFS) that will be reported in October.
- 2.11. The County Council undertook an open public consultation called Serving Hampshire – Balancing the Budget which ran for six weeks between 3 July – 21 August. The consultation was widely promoted to stakeholders and residents and asked for their views on ways the County Council could

balance its budget in response to continuing pressures on local government funding, and still deliver core public services.

- 2.12. Responses to the consultation will help to inform the decision making by Cabinet and Full Council in October and November of 2017 on options for delivering a balanced budget up to 2019/20, which the Authority is required by law to do.
- 2.13. In addition, Equality Impact Assessments have also been produced for all of the detailed savings proposals and these together with the broad outcomes of the consultation and the development work on the overall Transformation to 2019 Programme have helped to shape the final proposals presented for approval in this report.

3. Budget Update

- 3.1. The savings targets that were set for Departments were based on forecasts produced over the summer of 2016 and included a wide range of variable assumptions to arrive at the total predicted gap of £140m.
- 3.2. Last year the Local Government Finance Settlement provided definitive figures for 2016/17 and provisional figures for local authorities for the following three years to aid financial planning for those authorities who could 'demonstrate efficiency savings'. We have now had our 2017/18 figures confirmed as part of the budget setting process and following acceptance by the Department for Communities and Local Government (DCLG) of the County Council's Efficiency Plan for the period to 2019/20 the expectation is for minimal change for 2018/19 and 2019/20. No figures have been published beyond this date.
- 3.3. The offer of a four year settlement provided greater but not absolute funding certainty. However, following the Queen's speech to Parliament in June this year, the planned changes to implement 100% business rate retention by 2019/20 are effectively suspended with no indication of when this might be resumed, although the Government have just invited applications for pilots to operate during 2018/19, the detail of which will be considered in due course. Work to carry out a fair funding review is set to continue as it does not require legislation.
- 3.4. An updated MTFs will be presented to Cabinet in October and then the County Council in November and we will continue to review our assumptions on an ongoing basis in light of information that is made available.

4. Transformation to 2019 – Departmental Context

- 4.1. The 2019/20 savings target for Policy and Resources is £14.929m (£7.817m for Corporate Services, £6.304m for Culture, Communities and Business Services, and £808,000 for Policy and Resources non-departmental budgets).
- 4.2. Following on from the successful delivery of the Transformation to 2017 programme of efficiency savings, Departmental Management teams within

Policy and Resources have identified a number of further transformation opportunities that will seek to deliver this target.

- 4.3. These opportunities have been developed with the intention of further building on previous efficiencies delivered, but also to explore where departments can deliver new savings (and maximise income generation), in light of continuing and challenging funding reductions.
- 4.4. Further details of these proposals are outlined within the following paragraphs.

Corporate Services

- 4.5. The proposed Transformation programme for Corporate Services will focus on the delivery of efficiency savings required by April 2019, but will also continue to build on, and further improve where possible, changes to the delivery of key support services implemented as part of the Transformation to 2017 programme.
- 4.6. However, it is important to note that Corporate Services teams will continue to provide critical support to other Departments during the delivery of their own Transformation to 2019 programmes, the potential timeframes for which are expected to extend beyond April 2019 in places. As such, this will also mean that these supporting resources will need to be in place for longer, placing an additional burden on these teams.
- 4.7. Whilst in relative terms Policy and Resources Departments are in quite a strong financial position, it is clear that pressure is beginning to build in these areas, especially following the further reduction in the budget for 2017/18.
- 4.8. In addition, as the vast majority of savings for Corporate Services will be delivered through a reduction in staff, many of the proposals will result in a change to the way in which other departments receive support from the department, including a greater use of online self-service, support tools and guidance.

Corporate Resources:

- 4.9. Corporate Resources includes the following services – the Integrated Business Centre (provides transactional services such as payroll and payments to suppliers), Finance, HR & Resourcing, Information Technology and Internal Audit.
- 4.10. The department has a Transformation to 2019 savings target of **£6.127m**, the majority of which is expected to be delivered through changes to these service's operating models. Further information is provided in the following paragraphs.
- 4.11. **Integrated Business Centre (IBC)** – Through continuing to work collaboratively with our partners, we will develop and enhance the service currently offered by the IBC, as well as improving business compliance with standard operating procedures through reinforcing the shared responsibilities of our customers and by retaining a clear focus on performance improvement.

- 4.12. This will include extending (and improving) existing opportunities for online self-service to employees and managers across the County Council, and further automating and streamlining our back-office processes, both of which are expected to reduce enquiries to the team and reduce the number of staff which would be required to deliver the service in the future. It is considered that the IBC will be able to deliver further efficiency savings in the region of **£467,000**.
- 4.13. **Finance** – Building on the changes implemented to the Finance Operating Model as part of the Transformation to 2017 programme, it is envisaged that further savings in the region of **£896,000** can be achieved.
- 4.14. By further reshaping and targeting the future service offer of the Finance Team, in particular to redefine the support role they provide to Budget Holders and Managers across the council, and to review business processes and technology in this area, it is envisaged that a further reduction of around 20% of current staff can be achieved.
- 4.15. The team are working closely with budget managers to improve the range and quality of financial reports and to shape the future approach, and through the provision of additional training and support (including developing our online self-service support offer), we are aiming to minimise any negative impact on the organisation.
- 4.16. However, it should be noted that the amount of professional finance capacity to support the organisation more widely will also be decreased as a result of these changes.
- 4.17. **HR and Resourcing** – By redesigning the HR and Resourcing operating models, it is expected that the department can reduce the number of staff HR and Resourcing staff required to support the County Council.
- 4.18. Through utilising available technology and reviewing, streamlining and automating business processes where possible, it is expected that these changes can be achieved by reducing the existing level of demand in to the teams from our customers.
- 4.19. However, this will require managers who access HR support services to also take greater responsibility, and to work in a different way. To support this change we will be working closely with managers to understand how we can minimise the impact of any changes made. This will include, where possible, improvements to existing systems to make processes easier to complete, and provision of new online tools and guidance for managers.
- 4.20. Across HR and Resourcing, it is envisaged that savings of around **£1.016m** can be delivered.
- 4.21. **Information Technology (IT) Services and Infrastructure** – a number of initiatives across IT will seek to deliver savings of around **£3.509m**. This will include a reduction in support for non-critical service applications, together with a greater expected use of self service by customers accessing IT support, and in the planning and support of department led projects.
- 4.22. In addition, we will be exploring how changes to our existing infrastructure and hardware can deliver savings (for example the possible introduction of

soft phones to replace current handsets), as well as how we deliver support outside of core working hours, and through reducing the length (time period) of our current 'backup retention' schedules. These changes will result in reductions in the number of IT staff, and as such our customers will need to take more responsibility for self-service and to use technology in a different way. Again, by consulting with other departments, together with developing the training available to staff, we would aim to minimise any negative impact on the broader organisation.

- 4.23. **Internal Audit** – By developing a more robust approach to gaining assurance of how the council is controlling and mitigating potential risks, it is considered that we can target our Internal Audit services toward those areas of greatest risk, and thereby reducing the overall requirement for this additional control measure.
- 4.24. This will release capacity within the team which can be focused toward generating additional income, or if such opportunities do not arise, to reduce the number of staff within the team.
- 4.25. These changes will require managers across the council to have a greater responsibility to continue to self serve and maintain the assurance map once this has been established.
- 4.26. Savings (or additional income) in the region of **£147,000** are expected to be achieved through the introduction of this assurance approach.
- 4.27. **Other general efficiencies** – a further reduction already achieved in non-service specific general expenses will contribute savings of **£92,000** towards Corporate Resources Transformation to 2019 programme.

Transformation & Governance:

- 4.28. Transformation and Governance (T&G) comprises Law and Governance (L&G), Transformation Practice (TP) and Strategic Procurement. T&G has an overall savings target of **£950,000** that will be realised through three projects:
- **L&G Operational Improvements** - This project includes a range of changes to the service's staffing structures, increased use of digital technology to improve productivity and re-procurement of supplies and services contracts.
 - **L&G Income Generation** - This project will reduce internal demand for legal support and at the same time increase productivity such that the released fee earning can be redirected to generate income from existing and new external clients.
 - **TP Income Generation** - This project will target recurring income from public sector organisations across Hampshire.
- 4.29. The projects outlined at paragraph 4.28 all have a productivity component and as such a cross-cutting Enabling Productivity Programme (EPP) will provide the technologies that can enable increased flexible working at both internal and external client locations.
- 4.30. The key risks within T&G project proposals relate to business development insofar as for both Legal Services and the Transformation Practice, they will

have to compete with private sector providers. If the services are unable to meet their targets, then they will need to reduce staff capacity and the associated costs to meet the savings target. Also, for Legal Services, releasing capacity to generate external income is largely dependent on establishing new levels of services for Departments at a time of potentially increasing demand due to transformation.

Customer Engagement Service:

- 4.31. The Customer Engagement Service comprises the following teams: Hantsweb (the County Council's web service); Hantsdirect (the County Council's contact centre); Insight & Engagement (including public consultation and engagement, policy, performance and strategic partnerships); Marketing and Advertising; and Corporate Communications. These teams sit alongside the Leader's and Chief Executive's offices and together provide a range of core support functions to departments and Councillors, as well as several external public facing services.
- 4.32. The Customer Engagement Service has a Transformation to 2019 savings target of **£740,000**. Over half of the required savings will be achieved through changes to the Service's operating model. Changes include restructuring teams to reduce the overall number of staff, and further maximising opportunities to generate income to offset costs.
- 4.33. Remaining savings will be delivered through the Channel Shift project, which aims to reduce demand for Hantsdirect in order to deliver the Service with a smaller core team. This will be achieved by further encouraging and supporting residents to use digital services, where possible; providing residents with the easiest and quickest way to access the right information and services. Cost reductions will also be achieved through making processes more efficient (for example replacing manual with automated processes and moving more functions online).
- 4.34. A key enabler of channel shift will be improvements to existing IT and telephony systems – placing greater dependency on online processes and support functions.
- 4.35. It is important to note that while residents will be encouraged to self-serve online, existing methods of contact (such as telephone and text phone), and support to access services (such as translation services), will remain available.

Culture Communities and Business Services

- 4.36. The proposed CCBS Departmental 2019 Transformation Programme focusses on the delivery of the 2019 savings target, but includes projects that will deliver savings beyond 2019 in order to ensure that services are resilient and sustainable for the future. Undoubtedly identifying further savings as part of this Transformation Programme has been even more challenging than in previous years given the transformation that services have already undertaken. A total of ten projects have been identified across the department, which are outlined below.

- 4.37. **The Library Service** is exploring options to achieve a saving of **£2.25m** by 2019. The Library Service Transformation Strategy to 2020 was approved in April 2016 and was developed to ensure that the Library Service can evolve to meet the changing needs of customers, whilst retaining traditional services. The proposals to deliver transformation to 2019 savings are therefore underpinned by this service strategy. Self service technology will be installed in all libraries and vacancy management will continue to be rigorously applied to all staff vacancies, reducing staff numbers as far as possible. It is proposed to undertake a public consultation in 2018 on options to reduce the operating costs of running the service. The options could include reducing opening hours, transferring libraries to be run by their local community, making greater use of volunteers and making a permanent reduction to the Book Fund.
- 4.38. **Property Services** – Property Services, including Facilities Management, is undertaking a project to refresh the Property Services vision, with consideration to existing and potential future pressures, and deliver necessary changes to the operating model to ensure a strong Property Services for the future. This project is called Property Futures. As part of this, transformation savings for 2019 will be achieved through workforce reductions. A detailed savings strategy will be developed from the operating model design undertaken in the Property Futures project. The design is due to be finalised by late 2017, at which point it will be possible to identify specific activities, and actions to be undertaken to achieve the Transformation to 2019 savings. Also as part of Property Futures, a strategy for the delivery of procurement frameworks for use by HCC and other authorities is being developed to deliver increased surplus. Together these elements will deliver in the region of **£866,000** of savings for 2019 from Property Services.
- 4.39. **Office Accommodation** – This programme aims to build upon the previous Workstyle programme which will review how the office estate is used, and seeks to deliver around **£1.3m** savings by making more efficient use of the Office Accommodation portfolio. This programme will implement a strategy to reduce the number of buildings in use. Therefore costs to HCC through intensification of use of HQ buildings to release parts of, or whole buildings in order to generate revenue, and reducing occupation of Area Offices in order to release or sub-let vacated space. The project sits alongside the investment in digital and flexible working operational models for departments which will contribute to reductions in office space. It is expected there will be a high impact on all staff and service areas due to the need to work differently.
- 4.40. **Transformation of the Country parks and of the Countryside Access and Estate** – The Country Park Transformation Programme will create a modern and relevant suite of self financing 21st century country parks, that encourage more people from Hampshire and beyond to visit more often and stay longer. This programme is already underway and work is ongoing across the parks. As part of this programme, Automatic Number Plate Recognition (ANPR) systems will be installed within car parks at the country parks to enable us to better enforce payments for parking, and therefore generate additional income. The service is also planning to change the way that it delivers the management of the Countryside access and estates to reduce the reliance on the cash limited budget, through the Countryside Operational

Transformation programme. This will look to achieve savings through working differently, utilising skills more effectively, improving productivity, increasing traded services, and increasing volunteering. Additionally, it is proposed that a limited reduction to the revenue funding of the Basingstoke Canal may be made. Together these will deliver in the region of **£640,000** of savings by 2019.

- 4.41. **Trading Standards** – The savings target of **£407,000** will be met through looking at options around cost reductions and increased income generation. The service aims to deliver efficiency savings through a review of processes, and through a review of services provided. This may involve stopping some aspects of service delivery where appropriate. In parallel the service aims to refocus staff to generate additional income through the development of the ‘Buy with Confidence’ scheme and other income streams.
- 4.42. **Hampshire Outdoor Centres** will enhance their service provision to increase income generation, and to find efficiencies in working practices to reduce costs, supported by new IT systems. A new income stream is planned to be generated through installing camping pods at Calshot Activities Centre, following the success of similar pods at Tile Barn. An ANPR car parking system will be installed at Calshot Activities Centre to increase compliance with parking charges. In order to reduce costs the service is also exploring different delivery approaches that will generate workforce efficiencies. Together, these changes will deliver around **£162,000** of savings by 2019.
- 4.43. **Hampshire Archives and Records** service is looking at options to generate additional income, as well as making further cost reductions to achieve a saving of around **£154,000** for 2019. Additional income generation will be achieved through an increased commercial approach (for example, digitisation service, online pay-per-view access, building/facilities hire), introduction of contributions from depositors, and provision of paid-for professional services to partners. A charging framework based on full cost recovery will also be in place. The service is planning to make workforce reductions through staff turnover to achieve cost savings. The service is also exploring external partnership opportunities and considering potential alternative service delivery models.
- 4.44. **Sir Harold Hillier Gardens** is seeking to generate further income and achieve internal efficiencies to deliver savings for 2019. Current trends indicate growth in visitor numbers, and, providing this trend continues, additional income will be generated through admissions and memberships. Additionally the Gardens are exploring options with regards to developing new partnership opportunities. The Gardens are also looking to find ways to work differently to make efficiencies, for example through reducing print and postal costs of customer communications, maximising use of volunteers, and changes within Education activities. Capital development proposals are being explored to enhance the visitor experience and attract more visitors, and a fundraising strategy is being developed, with the associated benefits anticipated beyond 2019. The Gardens will achieve savings in the region of **£225,000** by 2019.
- 4.45. **Registration Service** - Additional income will be generated through a review of the fee structure to ensure full cost recovery and increased marketing.

Cost profiling and benchmarking with other local authorities across the South East region have been used to develop a revised fee structures for ceremonies for 2017/18 and beyond. Further benchmarking may be required as other authorities undertake similar revisions to fees from April 2017 onwards. With appropriate investment in marketing, it is expected that this will deliver **£195,000** savings for 2019 transformation.

- 4.46. **Hampshire Scientific Service and Asbestos Management Service –** These two services are each planning to deliver £50,000 savings totalling **£100,000** saving for 2019. The Asbestos Management transformation project aims to deliver savings through increasing external income. Additionally internal efficiencies will be driven through the implementation of a new system, also ensuring compliance with Health and Safety Executive (HSE) requirements. Hampshire Scientific Service will also look to generate new income streams and plans to develop joint working with Hampshire Trading Standards and other Regulatory Service providers to support economic growth to local businesses and increase income to Hampshire County Council.
- 4.47. A number of the projects within the CCBS Departmental 2019 Transformation Programme have a dependency on Digital and IT to support the delivery of efficiency savings. For example, the transformation of the Library service is very reliant on IT improvements, including the implementation of new self-service terminals across libraries. Additionally, the provision of a new memberships and bookings system, which is integrated with the corporate systems, is expected to deliver efficiencies in the way that we work, better customer intelligence, and ultimately a better experience for customers.
- 4.48. The Office Accommodation project has a strong link to the Enabling Productivity Project (EPP) and this cross-cutting theme will run through all of the transformation programmes, enabling more flexible and efficient ways of working.
- 4.49. There is relatively high confidence in the CCBS 2019 Transformation Programme. A significant part of the savings would be dependent upon additional income generation, which carries a degree of uncertainty, and therefore contingency planning is essential. The department is working to enhance commercial acumen skills within the senior management team, and is planning to increase the capacity within the Transformation Team to support development of commercial strategies, underpinned by robust evidence. Marketing will play a vital role in attracting visitors to use our services and therefore generating increased income.
- 4.50. An additional risk is that existing and developing partnership relations are critical to a number of opportunities, and therefore CCBS will need to work closely with partners to ensure savings can be achieved under the planned timescales. Contingency plans are being prepared in case specific aspects of opportunities cannot be progressed. Another significant risk for the Programme is the level of cultural change that the department will require to work differently to develop the services in a sustainable way. Change Management planning will be integrated into project plans within specific services and departmentally.

Policy and Resources – non-departmental budgets

- 4.51. Non-departmental budgets within Policy and Resources Committee cover a number of areas such as Members expenses, Grants to Voluntary Organisations and Members Devolved Budgets.
- 4.52. As part of previous Transformation Programmes the aim has been to reduce these areas of spend by the same percentage that was applied for other Departments. However, since a large proportion of the non-departmental budget relates to the costs associated with the democratic processes of the County Council, this has placed a higher burden on the other main items of expenditure within this area, namely Grants to Voluntary Organisations and Members Devolved budgets.
- 4.53. A Transformation to 2019 savings target of **£808,000** has been set for this area to be achieved by April 2019. Inevitably this would necessitate re-visiting the same areas of spend for further reductions in order to meet the target.
- 4.54. We have worked hard with Voluntary organisations in the past to look at the benefits we receive for the grants we award, to better target their provision to achieve the best outcomes for the community and the County Council alike, and to build the resilience of the Sector in order that it becomes more financially self-sufficient and less dependent on County Council grant funding.
- 4.55. Similarly, the review of Members Devolved Grants undertaken as part of the Transformation to 2017 Programme highlighted the value of the ability to offer contributions to groups and causes that have a significant local impact based on local requirements. Furthermore, the impact of the Transformation to 2019 Programme on targeting services to those most in need will place a greater emphasis on the need to be able to respond to other local issues, especially where awards are used as pump priming for attracting other funding.
- 4.56. In order to meet the £808,000 saving it is therefore proposed to reduce the annual contribution to the Corporate Policy Reserve which is contained within the overall budget but held centrally. The current annual contribution is £1.9m a year and one off commitments against the reserve are covered by the current balance.
- 4.57. Whilst this will limit the opportunity to implement future one off policy initiatives this must be weighed against the impact of further reductions in the budget areas outlined above.

5. Summary Financial Implications

- 5.1. The savings target that was set for Policy and Resources was £14.929m (£7.817m for Corporate Services, £6.304m for Culture, Communities and Business Services, and £808,000 for Policy and Resources non-departmental budgets). The detailed savings proposals that are being put forward to meet this target are contained in Appendix 1.
- 5.2. The opportunity assessment work already completed has demonstrated that many of these proposals are both complex in nature and challenging to

deliver - in some areas, more than two years will be required to fully develop plans and implement the necessary service changes.

- 5.3. In addition it is recognised that many of the support services will be required to continue to provide support to other departments across the County Council (for example by Corporate Services to support the delivery of broader Transformation to 2019 savings) whilst progressing the delivery of their own savings. This consideration is expected to further influence the timing for when some of these proposals will be fully implemented.
- 5.4. As noted throughout the report, some proposals will also be dependent on further investment in IT before the savings identified can be realised.

6. Workforce Implications

- 6.1. Appendix 1 also provides information on the current estimated number of reductions in staffing as a result of implementing the proposals.
- 6.2. The estimated reduction of between 185 to 281 full time equivalent (FTE) posts across Policy and Resources (as set out within Appendix 1), is based on the current expected reduction required to deliver the proposed savings. However, the final FTE reduction will become clearer as further work is completed to redesign existing operating models and to define new ways of working in the future.
- 6.3. To achieve these reductions, the County Council's existing approach to managing down staff levels in a planned and sensitive way through the use of managed recruitment, redeployment of staff where possible and voluntary redundancy where appropriate will be continued.

7. Consultation and Decision Making, and Equality Impact Assessments

- 7.1. As part of its prudent financial strategy, the County Council has been planning since February 2016 how it might tackle the anticipated deficit in its budget by 2019/20. As part of the Medium Term Financial Strategy, which was last approved by the County Council in July 2016, initial assumptions have been made about inflation, pressures, Council Tax levels and the use of reserves. Total anticipated savings of £140m are required and of this sum, savings targets to the value of £120m were set for departments as part of the planning process for balancing the budget.
- 7.2. The proposals in this report represent suggested ways in which departmental savings could be generated to meet the target that has been set as part of the Transformation to 2019 Programme. Individual Executive Members cannot make decisions on strategic issues such as Council Tax levels and use of reserves and therefore, these proposals, together with the outcomes of the *Serving Hampshire - Balancing the Budget* consultation exercise outlined below, will go forward to Cabinet and County Council and will be considered in light of all the options that are available to balance the budget by 2019/20.
- 7.3. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks from 3 July – 21 August. The consultation was widely promoted to stakeholders and residents

through all available channels, including online, via the County Council's website; Hampshire media (newspapers, TV and radio); and social media. Hard copies were also placed in Hampshire libraries and alternative formats, such as easy read, were made available on request.

7.4. The *Balancing the Budget* consultation asked for residents' and stakeholders' views on ways the County Council could balance its budget in response to continuing pressures on local government funding, and still deliver core public services. Specifically, views were invited on several high level options as follows:

- Reducing and changing services;
- Introducing and increasing charges for some services;
- Lobbying central government for legislative change;
- Generating additional income;
- Using the County Council's reserves;
- Increasing Council Tax; and
- Changing local government arrangements in Hampshire.

7.5. A total of 3,770 responses were received to the consultation. The key findings from consultation feedback are as follows:

- The majority of respondents (**65%**) **agreed** that the County Council should continue with its **financial strategy**.
- Responses were relatively evenly split between those who tended to support **changes to local services** and those who did not (**50% agreed**, 45% disagreed and 5% had no view either way).
 - Of all the options, this was respondents' **least preferred**.
- Two thirds of respondents (**67%**) **agreed** that the County Council should raise existing **charges** or introduce new charges to help cover the costs of running some local services.
- Over half of respondents (**57%**) **agreed** that the County Council should **lobby the Government** to vary the way some services are provided, and enable charging where the County Council cannot levy a fee due to statutory restrictions.
- Of all the options presented, generating **additional income** was the most **preferred option**.
- On balance, the majority of respondents (**56%**) **agreed** that the County Council should retain its current position **not to use reserves** to plug the budget gap.
 - Of all the options, this was respondents' **second least preferred**.
- Respondents would prefer the County Council to continue with its plans to raise **Council Tax** in line with Government policy (**50%** ranked this as their preferred approach to increasing Council Tax).

- Of all the options, increasing Council Tax was respondents' **second most preferred**.
 - More than half of those who responded (**64%**) **agreed** that the County Council should explore further the possibility of **changing local government structures** in Hampshire.
- 7.6. Executive Lead Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals. In particular, as a result of the feedback on service issues, the County Council will seek wherever possible to:
- **Minimise reductions and changes to local services**, and continue to ensure that resources are prioritised on those who need them most, i.e. vulnerable adults and children;
 - **Increase and introduce charges** to cover the costs of some local services. Where the County Council is unable to charge for services due to statutory restrictions, the County Council will continue to **lobby the Government for legislative change**;
 - Maximise further **income generation** opportunities.
- 7.7. The proposals set out in Appendix 1 have, wherever possible, been developed in line with these principles but inevitably the effect of successive reduction programmes over a 9 year period will begin to have an impact on the services that can be provided.
- 7.8. In some cases, the proposals in this report will be subject to further, more detailed public consultation if they are ratified by the Cabinet and Full Council in October and November respectively, at which the overall options for balancing the budget will be considered in light of the consultation results.
- 7.9. In addition to the consultation exercise, Equality Impact Assessments (EIAs) have been produced for all of the detailed savings proposals outlined in Appendix 1 and these have been provided for information in Appendix 2. These, together with the broad outcomes of the consultation, have helped to shape the final proposals presented for approval in this report.
- 7.10. Whilst the impacts identified within the EIAs for the savings included within this report are generally low or none, and appropriate mitigation has been identified where possible, some potential impacts have been identified. Further information on the main impacts identified for each department within Policy and Resources is provided in the following paragraphs.

Corporate Services

- 7.11. The vast majority of the proposals for Corporate Services are expected to have no or a low impact on members of the public, as the majority focus on the provision of support services to the wider County Council, or through further transforming the way in which we are able to interact with our customers (for example through the greater use of digital services).

- 7.12. As noted previously in the report, the majority of these savings will be delivered through a reduction in staff numbers.

Culture, Communities and Business Services (CCBS)

- 7.13. Within CCBS, EIAs have been completed to assess the expected impacts of the proposed savings. Appendix 2 excludes the Equality Impact Assessment for the ongoing Country Park Transformation Programme which was previously published on 1 November 2016. Further EIAs are expected on more detailed aspects of these proposals as they develop, once there is greater clarity.
- 7.14. While the impacts identified are generally neutral or low, appropriate mitigation has been identified where possible. There are some potential impacts as a result of changes within the Library service. Whilst there will be fewer staff in the Library Service in the future, customers will be able to take and return books via the self service technology, seeking help from staff when needed. Volunteers will be trained to help and support staff. The introduction of ANPR within Country Parks and Calshot Outdoor Centre is also expected to have a low impact because parking charges are already in place.

Policy & Resources non-departmental budgets

- 7.15. The proposals for Policy and Resources non-departmental budgets are considered to have no impact on staff or the residents of Hampshire.

8. Recommendation

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

CORPORATE OR LEGAL INFORMATION:**Links to the Strategic Plan**

Hampshire maintains strong and sustainable economic growth and prosperity:	YES
People in Hampshire live safe, healthy and independent lives:	YES
People in Hampshire enjoy a rich and diverse environment:	YES
People in Hampshire enjoy being part of strong, inclusive communities:	YES

Other Significant Links

Links to previous Member decisions:	
<u>Title</u> Report to Cabinet - Transformation to 2019: Report No. 1	<u>Date</u> 19 June 2017
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

DocumentLocation

None

IMPACT ASSESSMENTS:

1. Equality Duty

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

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

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

1.2. Equalities Impact Assessment:

A full Equalities Impact Assessment has been completed for each savings proposal and copies are provided at Appendix 2.

2. Impact on Crime and Disorder:

2.1. The proposals in this report are not considered to have any direct impact on the prevention of crime and disorder.

3. Climate Change:

a) How does what is being proposed impact on our carbon footprint / energy consumption?

There are no specific proposals that impact on the County Council's carbon footprint / energy consumption, but where service changes are considered/made they will take this in to account.

b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?

No specific consideration to the need to adapt to climate change, but where service changes are considered/made, they will take this in to account.

Proposed Savings Options (subject to consultation where appropriate)

Reference	Service Area and Description of Proposal	Impact of Proposal	2018/19 £'000	2019/20 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
Corporate Services						
CR-IBC-01	Integrated Business Centre Improving business compliance with standard operating procedures, maximising self-service and enhancing automation will reduce queries and error correction to deliver cashable cost reductions.	There will be reductions in IBC staff and impact on the IBC's customers whom will need to take more responsibility for self-service. Consultation with customers will aim to minimise any negative impact.	0	467	467	20 - 30
CR-FIN-01	Finance To produce a revised Finance operating model that meets the needs of the organisation in the face of reducing finance resources.	There will be a reduction of around 20% in staff and an impact on the role of Budget Holders and Budget Managers. Consultation with budget holders and budget managers together with training and support will aim to minimise any negative impact. Ultimately the amount of professional finance capacity to support the organisation will be decreased.	270	896	896	25 - 30

Reference	Service Area and Description of Proposal	Impact of Proposal	2018/19 £'000	2019/20 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
CR-HR-01	HR To create a revised operating model with fewer staff whilst maintaining and improving service levels through utilising technology to reduce customer demand and automate manual processes where possible.	There will be reductions in HR staff. There will also be an impact on managers who will access HR support services in a different way. Consultation with managers will aim to minimise any negative impact.	0	729	729	16 - 20
CR-HR-02	HR - Resourcing Creation of a resourcing function with enhanced use of technology to enable efficient delivery of end to end resourcing services.	A responsive and flexible Resourcing service with a greater agility to meet organisational requirements, delivered through easy to use systems (will require implementation support for managers and revised online guidance). There will be a headcount reduction and a change to the skills profile within resourcing.	0	287	287	12 - 16

Reference	Service Area and Description of Proposal	Impact of Proposal	2018/19 £'000	2019/20 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
CR-IT-01	IT - services Reduced support for non-critical / non-Tier 1 business IT applications, greater use of self service for IT support and a change in telephony with possible introduction of soft phones (replacing current handsets).	There will be reductions in IT staff and impact on IT's customers whom will need to take more responsibility for self-service and potentially use telephony in a different way. Consultation with customers together with training will aim to minimise any negative impact.	91	1,326	1,451	16
CR-IT-02	IT - infrastructure Removal of IT Service Desk telephone service outside of core hours and weekends and reduction in backup retention periods.	Limited impact to staff levels and skill sets. Out of hours service queries will take longer to log and some restore requests cannot be fulfilled in the future.	0	737	737	4
CR-IT-03	IT - operating model To produce a revised IT operating model that meets the needs of the organisation in the face of reducing IT resources along side a financial review	There will be reductions in IT staff. There will be a requirement for the business to be more self sufficient in planning their projects.	0	1,321	1,321	19

Reference	Service Area and Description of Proposal	Impact of Proposal	2018/19 £'000	2019/20 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
CR-AUD-01	Internal Audit To provide tangible evidence to support a robust process of assurance across the organisation resulting in a more targeted / reduced internal audit requirement.	There will be an impact on departmental managers with regard to requirements to self serve and maintain the assurance map once established. There will be further impact on internal audit staff in building the right capacity to meet market demands or alternatively, if such market opportunities do not arise, a reduction in staff.	0	147	147	3 - 5
CR-GEN-01	General Reduction in non-service general expenses reflecting third party efficiency and cost reduction	None.	92	92	92	0

Reference	Service Area and Description of Proposal	Impact of Proposal	2018/19 £'000	2019/20 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
L&G-19-01	Law and Governance operational improvements <ol style="list-style-type: none"> 1. Removal of vacant posts from the staffing structure. 2. Transition of Legal Safeguarding work to electronic bundles and use of the digital court room. 3. Transition of the County Council to electronic decision making. 4. Reprocurement of the healthwatch contract. 5. Rationalisation of legal Knowledge resource/reference journals 	Delivering savings through operational improvements ensures the target can be met whilst ensuring appropriate legal and governance support continues to be provided to the County Council.	250	400	400	4

Reference	Service Area and Description of Proposal	Impact of Proposal	2018/19 £'000	2019/20 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
L&G-19-02	<p>Law and Governance income generation</p> <ol style="list-style-type: none"> 1. Manage internal demand on Legal Services down by the equivalent of 5000 hours by 2019/20. 2. Deploy capacity that is released on new external income generating work. 3. Generate increased income from Health and Safety and other governance areas. 	External income will help maintain the size and skill mix of Legal Services and provide some flexibility in the allocation of staff. Increased productivity and risk assessed priority allocation of resources will mitigate the reduction in hours of core funded work.	250	450	450	0
TP-19-01	<p>Transformation Practice</p> <p>Income generation from external clients</p>	External income will help maintain the size and skill mix of the Practice and provide some flexibility in the allocation of staff. Increased productivity and risk assessed priority allocation of resources will mitigate any reduction in hours of core funded work.	0	100	100	0

Reference	Service Area and Description of Proposal	Impact of Proposal	2018/19 £'000	2019/20 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
CES-19-01	Customer Engagement Service To revise the Customer Engagement Service operating model through restructuring teams to reduce the overall number of staff, and further maximising opportunities to generate income to offset costs.	As 91% of CES budget is attributable to pay costs, there will be an impact on staff - due to both staff reductions and potential broadening of roles. Remaining resources will need to be prioritised.	0	460	460	8-12
CES-19-02	Hantsdirect channel shift To reduce the volume and length of calls to Hantsdirect by encouraging customers to use lower cost channels and improving the processes within Hantsdirect.	Staffing levels within Hantsdirect will be reduced. There is also a risk that customer service levels could be impacted for a short period after implementation of new processes and services.	0	280	280	18-25
Corporate Services Total			953	7,692	7,817	145 - 181

Reference	Service Area and Description of Proposal	Impact of Proposal	2018/19 £'000	2019/20 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
Culture, Communities and Business Services						
CCBS-19.01	Registration Service Increase in income through a review of the fee structure	This service is offered on a 'choose to use' basis with no regular access by customers. Additional income will be generated through a review of the fee structure and increased marketing. The service will continue to offer a range of options to suit all customer budgets and therefore a low to medium impact is expected on customers.	195	195	195	0
CCBS-19.02	Trading Standards Generating efficiencies through different ways of working and growing income	The service will look to generate additional income through existing and new services, which may include new charges. Additionally the service will reduce costs by working differently and therefore more efficiently. An impact on staff is possible due to the potential for some structural changes and a different working environment. Some services may need to be reduced or stopped, which is under consideration.	387	407	407	0-10

Reference	Service Area and Description of Proposal	Impact of Proposal	2018/19 £'000	2019/20 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
CCBS-19.03	Hampshire Scientific Service and Asbestos Management Increase income surplus through business growth, supported by the implementation of new systems.	Asbestos Management plans to generate additional external income to offset expenditure, supported by use of better technology. Similarly, the Scientific Service aims to grow income surplus through business development including better joint working with Regulatory Service Providers. Overall impact is expected to be low.	50	100	100	0-5
CCBS-19.04	Countryside Service Transformation of the Country parks and of the Countryside Access and Estate	The overall impact of this project is likely to be low. The Country Park Transformation Programme will improve operational capacity of the park teams and provide a better offer and improved service to the public. Although there will need to be some increased charges to the public e.g. car parking, the anticipation is that the overall impact will be positive.	63	640	640	0-5

Reference	Service Area and Description of Proposal	Impact of Proposal	2018/19 £'000	2019/20 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
CCBS-19.08	<p>Library Service Implementation of more efficient operating models to reduce costs</p>	<p>It is proposed to undertake a public consultation in 2018 on options to reduce the operating costs of running the Service. The options could include reducing opening hours, transferring libraries to be run by their local community, making greater use of volunteers and making a permanent reduction to the Book Fund. Self service technology will be installed in all libraries and vacancy management will continue to be rigorously applied to all staff vacancies, reducing staff numbers as far as possible.</p>	1,461	2,255	2,255	25-35

Reference	Service Area and Description of Proposal	Impact of Proposal	2018/19 £'000	2019/20 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
CCBS-19.13	Property Services Income generation and cost reduction	The project will refresh the Property Services vision and deliver necessary changes to the how the teams work and are structured to ensure a strong Property Services for the future. Further work is required before the level of required changes, and therefore the impact, can be determined. It is expected that there will be an impact on staff.	0	866	866	15-25
CCBS-19.14	Property Services Office Accommodation Working environment changes to enable reduction in office accommodation	This project seeks to make cost reductions through our office accommodation portfolio, and by using the space in our buildings more effectively. It is expected there will be an impact on all staff and service areas due to the need to work differently.	687	800	1,300	0

Reference	Service Area and Description of Proposal	Impact of Proposal	2018/19 £'000	2019/20 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
CCBS-19.15	Archives & Records Operating efficiencies and income generation	Potential for reduced service delivery in non-core areas. Online access and volunteer support will release some staff capacity and improve customer access, but there is likely to be increased charges for some services, and depositors will be asked to provide a contribution to the archives that we hold and store.	88	154	154	0-5
CCBS-19.17	Hampshire Outdoor Centres Workforce efficiencies to be achieved through product realignment. Additional income through glamping pods at Calshot, and use of Automatic Number Plate Recognition for car parking enforcement	It is expected that efficiencies will be achieved through better use of systems and through changes to how services are delivered with some impact on staff, but a low impact on customers. Although car parking enforcement may have some impact on customers, it is expected that income generation through camping pods will have a positive impact by providing a new offer at Calshot Activities Centre.	162	162	162	0-10

Reference	Service Area and Description of Proposal	Impact of Proposal	2018/19 £'000	2019/20 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
CCBS-19.19	Sir Harold Hillier Gardens Additional income generation through attracting greater numbers of members and visitors	Income generation will be increased through membership and day visitor growth. Investments made in the Gardens to attract more visitors is expected to have an overall positive impact. Additionally, reduction in expenditure on education, print and postage is expected to have a low impact on staff and customers.	225	225	225	0-5
Culture, Communities and Business Services Total			3,318	5,804	6,304	40-100

Reference	Service Area and Description of Proposal	Impact of Proposal	2018/19 £'000	2019/20 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
Policy and Resources Non-departmental budgets						
P&R-01	P&R Other Services To limit the impact on services within this area the proposal is to meet the full saving by reducing the current annual contribution to the Corporate Policy Reserve, which is included centrally within the overall revenue budget.	At the end of 2016/17 the Corporate Policy Reserve stood at nearly £5.5m and in recent years has not been used for specific policy initiatives in the same way that it had been previously. Whilst reducing the annual contribution will limit the County Council's future ability to fund specific policy initiatives, it is felt that this is commensurate with the overall reductions across the Council following the pro-longed period of austerity.	0	808	808	0
Policy and Resources Non-departmental budgets Total			0	808	808	0
Policy and Resources Total			4,158	14,304	14,929	185-281

EIAs

1. Corporate Services:

- a) Corporate Resources
- b) Transformation and Governance
- c) Customer Engagement Service

2. Culture, Communities and Business Services

Equality Impact Assessment

Name of project/proposal

TT19 - Shared Services

Contact name

Gary Westbrook

Department

Corporate Services

Date to be published on Hantsweb

14 Sep 2017

Purpose for project/proposal

The IBC will need to make productivity and efficiency savings to delivery TT19 budget reduction targets. The developing programme of work to deliver the savings will not change the overarching design principles of the self service operating model. Key areas of developing focus are:

- Working across the shared services partnership to improve the effectiveness customer contact / customer insight model. This aims to reduce the amount of failed demand overseen by the IBC in both dealing with customer contacts and making manual retrospective adjustments. There will be an expectation that employees, managers, shoppers and approvers across the partnership follow correct and standard business process. This will be supported by improved on-line guidance and support and search and navigation functionality. Additional support will be made available through e-learning modules where appropriate
- Continue to optimise self service by continued investment in self service technology.
- The IBC will not be resourced to process or transact 'on-behalf-of' and non-compliance with standard self-service processes will be rigorously monitored. Repeated poor compliance will necessitate the need to increase staffing levels within the IBC which in turn will need to be funded by placing 'charges' on those departments deviating from standard process

Consultation

Has engagement or consultation been carried out? Yes

No specific consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in September 2017.

When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Statutory considerations

Impact

Age	None
Disability	Low
Sexual orientation	None
Race	None
Religion and belief	None
Gender reassignment	None
Sex	None
Marriage and civil partnership	None
Pregnancy and maternity	Low

Other policy considerations

Poverty None
Rurality None
Other factors None
If other please describe

Geographical impact All Hampshire
Have you identified any medium or high Yes No
impact?*

This is an internal Corporate Resources project, aiming to improve the efficiency and effectiveness of a self service / technology enabled operating model that will not directly impact upon the residents of Hampshire.

We are mindful that some users with a disability may not be able to self serve effectively using technology. Technology is being developed with this in mind, and exceptional alternative business processes will be developed where a disability impacts the ability of a customer to transact with the service.

Maternity / Pregnancy and Family Friendly transactions form part of the scope of the review of self service forms currently being used. These are likely to be positively changed to make them more automated and user friendly.

Final decision date

Final decision date due 22 Sep 2017
Decision to be made by Executive Member

Equality Impact Assessment

Name of project/proposal

T19 - Review of the Finance Service

Contact name

Rob Carr

Department

Corporate Services

Date to be published on Hantsweb

14 Sep 2017

Purpose for project/proposal

To review the Finance Service operating model that will be implemented as part of the Transformation to 2019 savings proposals, in order to produce efficiencies within the service, where possible, and promote a greater level of self service across the County Council and our partners, underpinned by changes in technology and reporting. The aim is to reduce the total level of resources employed within the Finance Service over time in order to make savings in the order of £900,000.

Consultation

Has engagement or consultation been carried out? Yes

No specific consultation has been carried out on this proposal, however, the County Council carried out a major consultation over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in September 2017.

When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required. A consultation with staff on proposed changes to the Finance Service will take place before any final changes are implemented.

Statutory considerations

Impact

Age	Low
Disability	None
Sexual orientation	None
Race	None
Religion and belief	None
Gender reassignment	Low
Sex	None
Marriage and civil partnership	None
Pregnancy and maternity	Low

Other policy considerations

Poverty	None
Rurality	None
Other factors	None
If other please describe	

Geographical impact

All Hampshire

Have you identified any medium or high impact?*

Yes

No

The Finance Service does not provide any direct services to the public, it is an internal

support service providing a range of financial services such as accounting, monitoring and budgeting for Hampshire County Council and partner organisations. Changes to the service arising from the review will impact on internal Departments, but in the main the full suite of services will remain in one form or another in order to maintain effective finance support to our customers.

Consultation with staff affected will be carried out as part of the review and although the service has a high concentration of women and a slightly older age profile, it is not anticipated that the proposed changes will impact more specifically on these groups compared to any others.

Views will also be sought from Departments and partner organisations on the proposals, but the impact on members of the public and those with protected characteristics are expected to be minimal and would be very difficult to track / assess. Whilst it is possible that the changes in the Finance Service will have some impact on Departments in terms of changing the way they operate in respect of financial administration, this will be mitigated by forward planning, training, communications and improved reporting and guidance in order to minimise the impact on Departments and the potential for any impact on the services they provide to the public.

Final decision date

Final decision date due
Decision to be made by

22 Sep 2017
Executive Member

Equality Impact Assessment

Name of project/proposal HR Transformation Programme to 2019
Originator Jefferies, Ashley
Email address ashley.jefferies@hants.gov.uk
Department Corporate Services
Date of Assessment 25 Aug 2017

Description of Service / Policy

The HR Service is made up of 6 functional areas; HR Advice & Case Management, Organisational Change, Recruitment, Policy & Reward, Workforce Development and Business Partners.

Geographical impact* Eastleigh Winchester

Description of proposed change

The project links with the Council's Transformation to 2019 programme and the requirement to re-shape and innovate service provision in response to reductions in Government funding. The purpose of the project is to build on the Transformation to 2017 programme and create a more efficient and effective HR Service which is provided to HCC and its partners by; changes in the operating model, technology & communication channel shift and greater emphasis on income generation.

Engagement and consultation

Has engagement or consultation been carried out? Yes

No specific consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in September 2017. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers HCC Staff (and partners)

Statutory considerations

Impact

Age Impact Low
71.64% of the HR workforce are aged between 30-54 years old, compared to 65.76% of Corporate Services and 63.35% of HCC as a whole.

Disability Impact Low
4.10% of the HR workforce are known to have a disability, compared to 2.67% of Corporate Services and 1.66% of HCC as a whole.

Sexual Orientation	Neutral
Race Impact	Low 7.84% of the HR workforce are of BME origin, compared to 6.12% of Corporate Services and 6.78% of HCC as a whole.
Religion and Belief	Neutral
Gender Reassignment	Neutral
Gender Impact	Low Staff working in HR are predominately female (85.08%), which equates to 228 females and 40 males across the department. The gender split across Corporate Services is 65% female and 35% male, and across the whole of HCC it is 77% female and 23% male.
Marriage and civil partnership	Neutral
Pregnancy and Maternity Impact	Low Due to the age and gender demographic within HR there is likely to be individuals on maternity/adoption or other family friendly leave. Currently there are approximately 7 individuals on family friendly leave across HR.
Other policy considerations	
Poverty	Neutral
Rurality	Neutral

Additional Information

Equality Impact Assessment

Name of project/proposal

TT19 - IT Services

Contact name

Simon Williams

Department

Corporate Services

Date to be published on Hantsweb

29 Sep 2017

Purpose for project/proposal

IT Services will need to make a number of productivity and efficiency savings to deliver Transformation to 2019 budget reduction targets, as well as mitigate against the loss of income from two public sector partners in Hampshire. The programme of work will include a mix of operating model changes, technology shift and contract renegotiation. The key initiatives within the programme can be summarised as follows:

- Channel Shift frontline IT support. Significantly more automation and self-service (currently around 35%), reducing or even removing telephone support
- Improve asset management capability to increase re-utilisation and reduce over-purchasing
- Reduce levels of support for non-critical Line of Business (LOB) applications.
- Re-design of account management and consolidation of IT support for schools
- Project portfolio capped at £3m of internal IT resource
- Reduced support for the inception of new projects
- Review standby and out-of-hours arrangements
- Replace long-term contractors with Permanent staff
- Procure new backup solution
- Reduce back-up retention from 90 to 30 days in line with industry standard
- Move email infrastructure (MS exchange) into the cloud
- Move Disaster Recovery to the cloud
- Consolidate server technology
- Transition the Data Centre to be remotely managed
- Decommission redundant technologies (e.g. HantsFile)
- Review Desktop delivery model
- Renegotiate / Re-tender HPSN contract
- Conduct review and renegotiation of software contracts

Consultation

Has engagement or consultation been carried out? Yes

No specific consultation has been carried out for this proposal, however the County Council has carried out a major consultation later this year, on a range of options for finding further budget savings, including setting council tax, using reserve and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services.

When decisions are made to pursue options, further specific consultation may be undertaken with stakeholders on the detailed options where required and appropriate.

Statutory considerations

Impact

Age

None
Page 49
None

Disability

Sexual orientation	None
Race	None
Religion and belief	None
Gender reassignment	None
Sex	None
Marriage and civil partnership	None
Pregnancy and maternity	None
Other policy considerations	
Poverty	None
Rurality	None
Other factors	None
If other please describe	

Geographical impact All Hampshire

Have you identified any medium or high impact? Yes No

This is an internal Corporate Resources project, aimed at improving the efficiency and effectiveness of IT services, and will not directly impact upon the residents of Hampshire. Any impact to staff will be managed according to HR policy.

Final decision date

Final decision date due	22 Sep 2017
Decision to be made by	Executive Member

Equality Impact Assessment

Name of project/proposal

Tt2019 - Corporate Assurance Mapping

Contact name

Neil Pitman

Department

Corporate Services

Date to be published on Hantsweb

14 Sep 2017

Purpose for project/proposal

Assurance mapping identifies and records the key sources of assurance that inform management and those charged with governance on the effectiveness of the key control / processes that are relied on to manage risk and achieve the organisations objectives. Assurance mapping provides organisations with an improved ability to understand and confirm that they 'do really know what they think they know'.

The outcome of the assurance mapping exercise will provide a comprehensive picture of where the organisation receives assurance, highlighting instances of over assurance (duplication) and potential areas of under assurance where additional focus maybe required. Results provide the potential to free up audit resource and build capacity for sold service initiatives.

Consultation

Has engagement or consultation been carried out? Yes

No specific consultation has been carried out on this proposal, however, the County Council carried out a major consultation exercise over the summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in September 2017

When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Statutory considerations

Impact

Age	None
Disability	None
Sexual orientation	None
Race	None
Religion and belief	None
Gender reassignment	None
Sex	None
Marriage and civil partnership	None
Pregnancy and maternity	None

Other policy considerations

Poverty	None
Rurality	None
Other factors	None
If other please describe	

Geographical impact

Have you identified any medium or high impact?*

Non-specific

Yes

No

function. The role of the service is to provide assurance to management and those charged with governance within the organisation. The work of internal audit is driven by risk and as such does not impact or compromise any of the groups highlighted.

Final decision date

Final decision date due
Decision to be made by

22 Sep 2017
Executive Member

Equality Impact Assessment

Name of project/proposal T19 Law and Governance Operational Improvements
Originator Kelly, David
Email address David.Kelly@hants.gov.uk
Department Corporate Services
Date of Assessment 21 Aug 2017

Description of Service / Policy

Re-procurement of the Healthwatch Contract. This contract enables the contractor to act as the consumer champion for health and care in Hampshire. The proposed savings will be found by the contractor.

Better use of Technology. The legal team will move to electronic bundles for safeguarding court work and Democratic and Member's Services will move the County Council towards and electronic model for decision making.

Supplies and Services. Legal resources will be re-procured to deliver savings. .

Operating Model. The operating model for Law and Governance will be reviewed and any vacant posts/posts will be removed from the structure

Geographical impact* All Hampshire

Description of proposed change

The savings to be found in supplies and services and operating model are internal and will have no impact on persons with protected characteristics. The re-procurement of the healthwatch contract may have a low impact on health related protected characteristics but will still require the contractor to provide an effective and compliant service. Better use of technology should have no impact as appropriate devices and training will be provided to all concerned to manage the changes.

Engagement and consultation

Has engagement or consultation been carried out? Yes

No specific consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in September 2017.

When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers Service users

Statutory considerations **Impact**

Age Low
Impact

Disability Impact	Low
Sexual Orientation	Neutral
Race	Neutral
Religion and Belief	Neutral
Gender Reassignment	Neutral
Gender	Neutral
Marriage and civil partnership	Neutral
Pregnancy and Maternity Impact	Low

Other policy considerations

Poverty	Neutral
Rurality	Neutral

Additional Information

Equality Impact Assessment

Name of project/proposal L&G T19 Project Manage Internal Demand and Increase External Income
Originator Kelly, David
Email address David.Kelly@hants.gov.uk
Department Corporate Services
Date of Assessment 24 Aug 2017

Description of Service / Policy

HLS provides a range of legal services to Hampshire County Council departments and also to a growing number of external clients. The users of the service are HCC departments, schools, and other external public/quasi public bodies.

Geographical impact* All Hampshire

Description of proposed change

The proposed change is to reduce the total number of hours of legal support available to HCC departments by a maximum of 10,000 hours, or a minimum of 5,000 hours per year by 2019. The total number of hours support provided in 16/17 was c 77,000. The reduction will be achieved through working with departments to define priorities and areas where Legal Services will be reduced or stopped. The capacity that is released will be used to undertake external, income generating work to contribute to T19 savings targets

Engagement and consultation

Has engagement or consultation been carried out? Yes

No specific consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in September 2017.

When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers Service users

Statutory considerations

Impact

Age Low
Impact No direct impacts. It is possible that as a consequence of the reduced level of legal support to HCC departments there will be impacts on front line service delivery, e.g. in Adult or Children's Social care. To mitigate this, HLS is confident it can continue to provide an adequate legal service to ensure departments act lawfully, and is working to improve its productivity so that the reduction in the number of hours of support to departments has less impact.

Disability Impact	Low No direct impacts. It is possible that as a consequence of the reduced level of legal support to HCC departments there will be impacts on front line service delivery, e.g. in Adult or Children's Social care. To mitigate this, HLS is confident it can continue to provide an adequate legal service to ensure departments act lawfully, and is working to improve its productivity so that the reduction in the number of hours of support to departments has less imp
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Sexual Orientation	Neutral
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Race	Neutral
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Religion and Belief	Neutral
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Gender Reassignment	Neutral
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Gender	Neutral
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Marriage and civil partnership	Neutral
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Pregnancy and Maternity	Neutral
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Other policy considerations

Poverty Impact	Low No direct impacts. It is possible that as a consequence of the reduced level of legal support to HCC departments there will be impacts on front line service delivery, e.g. in Adult or Children's Social care. To mitigate this, HLS is confident it can continue to provide an adequate legal service to ensure departments act lawfully, and is working to improve its productivity so that the reduction in the number of hours of support to departments has less imp
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Rurality Impact	Low No direct impacts. It is possible that as a consequence of the reduced level of legal support to HCC departments there will be impacts on front line service delivery, e.g. in Adult or Children's Social care. To mitigate this, HLS is confident it can continue to provide an adequate legal service to ensure departments act lawfully, and is working to improve its productivity so that the reduction in the number of hours of support to departments has less imp
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Mitigation

Additional Information

As this proposal affects an internal support service only, the impacts are low. HLS will work with departments to mitigate any risks/adverse impacts to acceptable levels.

Equality Impact Assessment

Name of project/proposal Transformation Practice T19 Generating income through external consultancy and training services
Originator Wood, Linda
Email address Linda.Wood2@hants.gov.uk
Department Corporate Services
Date of Assessment 21 Aug 2017

Description of Service / Policy

The Transformation Practice in Hampshire County Council is an internal management consultancy established to design, lead and manage programmes and discrete projects of sustainable service transformation that realise measurable benefits for its clients. The clients are primarily the departments within the Council itself.

To support the authority in meeting the financial challenges to 2019, the Practice will pursue opportunities to offset some of the costs to run the service by generating income from external markets.

Geographical impact* All Hampshire

Description of proposed change

The Transformation Practice will establish a strategy to identify and target organisations that may benefit from use of the existing skills within the Practice to support their transformation, improvement or change agendas.

A small proportion of staffing resource will be tasked with this initial development work and on-going business functions. Any staff within the team may deliver the work to meet the client's requirements. This will be managed carefully alongside existing internally focused work to ensure that there is sufficient capacity and resilience in the system to maintain high standards of delivery.

Engagement and consultation

Has engagement or consultation been carried out? Yes

No specific consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in September 2017.

When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers HCC Staff (and partners)

Statutory considerations **Impact**

Age Neutral

Disability Neutral

Sexual Orientation Neutral

Race Neutral

Religion and Belief Neutral

Gender Reassignment Neutral

Gender Neutral

Marriage and civil partnership Neutral

Pregnancy and Maternity Neutral

Other policy considerations

Poverty Neutral

Rurality Neutral

Neutrality Statement The proposal is about doing more of the type of work that is already delivered through the Transformation Practice. Our existing systems for establishing contracts for work and deciding who has the most appropriate skills and capacity to deliver the contract will continue to be applied. These take account of the specific needs of individual members of staff with any particular characteristics, as well as any client requirements.

Additional Information

Equality Impact Assessment

Name of project/proposal

T19 CES Operating Model Redesign

Contact name

Philippa Mellish

Department

Corporate Services

Date to be published on Hantsweb

14 Sep 2017

Purpose for project/proposal

Service area / policy -

The Customer Engagement Service (CES) has a target to reduce its budget by £740,000 by April 2019 in order to support the County Council's need to make a further £140 million savings in response to national austerity measures, as well as demographic and infraltionary pressures. It is proposed that the CES savings target will be achieved in part through revising the way the CES delivers its services in order to reduce overall overheads.

The CES comprises the following teams: Hantsweb (the County Council's web service); Hantsdirect (the County Council's call centre); Insight & Engagement (including public consultation and engagement, policy, performance and strategic partnerships); Marketing and Advertising; and Corporate Communications. These teams sit alongside the Leader's and Chief Executive's offices. 91% of the CES net annual expenditure is attributable to salary costs. Together the teams provide a range of core support functions to internal County Council departments, including Councillors.

Change description -

The majority of savings will be made by restructuring the CES and reducing the overall number of staff, whilst further increasing opportunities to generate income to offset costs, and continuing to maximise the use of technology. This proposal does not include restructuring Hanstdirect.

Consultation

Has engagement or consultation been carried out? Planned

No specific consultation has been carried out on this proposal - however, the County Council carried out a public consultation exercise over the Summer 2017 called *Serving Hampshire - Balancing the Budget*. This sought views on a range of high-level options for finding further budget savings, including increasing Council Tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in autumn 2017.

Once decisions are made on the high level options for balancing the County Council's budget, further consultation will be carried out with stakeholders on any proposed service-specific changes, where required.

Staff within the CES will be formally engaged and consulted on the proposed team restructure. The CES will also engage the County Council's departments on any planned changes to its services.

Statutory considerations

Impact

Age

Low

Disability

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Sexual orientation

None

Race	None
Religion and belief	None
Gender reassignment	None
Sex	Low
Marriage and civil partnership	None
Pregnancy and maternity	None

Other policy considerations

Poverty	None
Rurality	None
Other factors	None

If other please describe

Geographical impact Non-specific
 Have you identified any medium or high impact?* Yes No

The Customer Engagement Service (CES) will reduce its budget by £740,000 by April 2019 through revising the way the CES delivers its services, including by restructuring teams to reduce the overall number of staff, further increasing opportunities to generate income to offset costs, and continuing to maximise the use of technology.

The greatest impact will be on staff within the CES. It may be more difficult to provide a robust business case for agreeing voluntary redundancy with staff members who have worked for the County Council for a longer period, and therefore may be older - due to the costs of redundancy outweighing the business benefit. Women may also be impacted more than men simply by virtue of the fact that there are more women working in the CES than men.

Final decision date

Final decision date due	22 Sep 2017
Decision to be made by	Executive Member

Equality Impact Assessment

Name of project/proposal T19 Channel Shift - Hantsdirect
Originator Mellish, Philippa
Email address Philippa.Mellish@hants.gov.uk
Department Corporate Services
Date of Assessment 21 Aug 2017

Description of Service / Policy

Hantsdirect manages around 600,000 contacts from the public each year. The primary method of communication is by telephone. Increasing numbers of Hantsdirect residents have access to the internet and many already access information, or complete service applications, online. Encouraging more Hampshire residents to use digital services will reduce costs by enabling the County Council to run Hantsdirect with fewer staff. The primary aim of channel shift is to enable residents to access the services and information they need more easily online in order to reduce the need for them to contact the County Council by telephone.

Geographical impact* All Hampshire

Description of proposed change

Existing contact information will be analysed to identify where improvements could be made. If, for example, call data suggests that people are calling because there is insufficient information on the County Council's website, additional information will be provided,. Until this analysis is complete, it is difficult to pinpoint specific changes. In general, however, although customers will be encouraged to self-serve online wherever possible, existing methods of contact (such as telephone and text-phone) and support to access services (such as translation services) will remain available.

Engagement and consultation

Has engagement or consultation been carried out? Planned

No specific consultation has been carried out on this proposal - however, the County Council carried out a public consultation exercise over the Summer 2017 which sought views on a range of options for finding further budget savings, including increasing Council Tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in autumn 2017.

Once decisions are made on the options for balancing the budget, further consultation will be carried out on any proposed service-specific changes, where required.

Impacts of the proposed change

This impact assessment covers Service users

Statutory considerations

Impact

Age Impact Low
People over the age of 65, especially if they live alone, are less likely to have the internet (Office of National Statistics – Internet Access, Households and Individuals 2016, figure 14). This will be mitigated by ensuring that traditional contact methods, such as telephone and text-phone, will continue to

be available.

Disability Impact	Low There will be no change in access methods for people with disabilities, and the Accessible Information Standards will be adhered to in all communications. This will continue to ensure that people who have a disability of any kind get information that they can access and understand – for example, by providing information in plain English, or in different formats (such as large print, braille easy read or via email) and providing support to help individuals communicate (for example, support from a British Sign Language Interpreter, deafblind manual interpreter or an advocate).
Sexual Orientation	Neutral
Race	Neutral
Religion and Belief	Neutral
Gender Reassignment	Neutral
Gender	Neutral
Marriage and civil partnership	Neutral
Pregnancy and Maternity	Neutral

Other policy considerations

Poverty Impact	Low Although poverty can be a factor in restricting digital access, as there is no plan to remove existing methods of contact such as telephone and text-phone, residents from all socio-economic backgrounds will continue to be able to access services as they do now.
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Rurality Impact	Low Recognising that broadband speeds can be a factor in accessing digital services., the design and development of web information ensures that access to services and information online is quick to find and does not require sizeable bandwidth to function effectively.
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Mitigation

Additional Information

There may also be positive impacts for some protected groups through the provision of improved information relevant to their specific characteristics.

The channel shift project has also been informed by engagement sessions with c.100 older people, which took place last year.

Name of project/proposal	Increase in Ceremony Registration Fees from April 2017
Originator	Bartlett, Jane
Email address	jane.bartlett@hants.gov.uk
Department	Culture, Communities and Business Services
Date of Assessment	16 May 2017

Description of Service / Policy

Hampshire Registration Service offers a variety of ceremonies including civil marriage and civil partnerships. Death bed marriages and registration of marriage in religious buildings fees are set by the General Register Office and are statutory and are therefore unable to be set or changed locally. The fees for other ceremonies have been reviewed and adjusted to take into account the cost recovery and to be more in line with other local authorities.

Geographical impact* All Hampshire

Description of proposed change

Raising fees for ceremonies delivered in Hampshire Approved Venues and Register Office ceremony rooms from 1st April 2017, with further increases taking place annually up to 2019/20. Increases vary across the range of ceremony options by up to 12%. Fees will be reviewed in October each year with any further adjustments to take effect from January the following year. Previously published fees will be honoured for customers who have already prepaid for ceremonies during 2017/18.

Engagement and consultation

Has engagement or consultation been carried out? Yes

No specific Hampshire wide consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in September 2017.

When decisions are made to pursue the options, further specific Hampshire wide consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers Service users

Statutory considerations

	Impact
Age	Neutral
Disability	Neutral
Sexual Orientation	Neutral
Race	Neutral
Religion and Belief	Neutral
Gender Reassignment	Neutral
Gender	Neutral
Marriage and civil partnership	Neutral
Pregnancy and Maternity	Neutral

Other policy considerations

Poverty Impact	Low Any increase in fees charged to the public will undoubtedly impact on those customers working within a tight budget. It is important to be aware that these will be maintained. Fees are 'one off' charges for customers and not a regular burden or requirement for them throughout their normal life. However there are a range of options available at different rates depending on the day of the ceremony and type and size of venue. The fees are suitable for a range of customer budgets which will be maintained. There is also a facility for a basic statutory marriage ceremony in Basingstoke, Winchester, Fareham or Aldershot Register Offices costing £50.
Rurality	Neutral

Additional Information

Fee increases were identified via a full cost profiling exercise, identifying areas where the service was not achieving full cost recovery as well as benchmarking against fees charged by other local authorities within the South East region to ensure commercial viability. The benchmarking exercise is carried out annually with Registration Authorities within the SE Region including large authorities such as Kent and Surrey.

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Name of project/proposal	T19 Trading Standards Transformation Programme
Originator	Edsell, Jane
Email address	jane.edsell@hants.gov.uk
Department	Culture, Communities and Business Services
Date of Assessment	07 Aug 2017

Description of Service / Policy

Trading Standards is a law enforcement body. The service provides professional advice to businesses and investigates non compliances in relation to more than 200 pieces of legislation. The authority to take such action with powers granted within the legislation that is balanced alongside the delivery of discretionary services. The service supports vulnerable adults in conjunction with Adult Services particularly around reducing the impact of doorstep crime and financial abuse, and has a number of statutory responsibilities to deliver against national, regional and local needs.

Geographical impact* All Hampshire

Description of proposed change

Increase income generation by creating new income streams and enhancing current income generation activities

- Focus on preventative activities by working with volunteers and local communities to help provide support and information
- Reduce 1:1 support of vulnerable adults
- Digitalisation of consumer education activities
- Stop some/all non statutory activities
- A different service delivery model and associated staff restructure

Engagement and consultation

Has engagement or consultation been carried out? Yes

On going engagement with Adult Services with respect to the delivery of non statutory services.

Staff consultation will take place once a clearer picture emerges of what should be delivered and how.

No specific Hampshire wide consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in September 2017. When decisions are made to pursue the options, further

specific Hampshire wide consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers Service users

Statutory considerations

Age

Impact

Impact

Low

The victim profile for doorstep crime and financial abuse is typically individuals aged over 60. Changing the delivery model will disproportionately impact on older people. As the Service engages with a very small number of vulnerable adults compared to the population as a whole, the impact is expected to be low.

Disability

Impact

Low

The victim profile for doorstep crime and financial abuse is typically individuals with reduced mental capacity. Changing the delivery model will disproportionately impact disabled people. As the Service engages with a very small number of vulnerable adults compared to the population as a whole, the impact is expected to be low.

Sexual Orientation

Neutral

Race

Neutral

Religion and Belief

Neutral

Gender Reassignment

Neutral

Gender

Impact

Low

The victim profile for doorstep crime and financial abuse is typically individuals who are female. Changing the delivery model will disproportionately impact on females. As the Service engages with a very small number of vulnerable adults compared to the population as a whole, the impact is expected to be low.

Marriage and civil partnership

Neutral

Pregnancy and Maternity

Neutral

Other policy considerations

Poverty
Impact

Positive

A move to preventative work will help increase resilience of the population and therefore reduce the incidences of doorstep crime and financial abuse. By digitalising consumer education materials will enable the service to reach a larger number of young people to help reduce the chances of being ripped off. Lessons learned early to help prevent being caught out later in life.

Rurality

Neutral

Additional Information

The impact on the population as a whole is expected to be positive as the Service moves towards prevention focussed measures. This is considered to be more effective at reducing vulnerability to doorstep crime and financial abuse over the longer term rather than picking up the pieces after the event. The creation of and use of a volunteer network extends the reach of core staff employed by the authority and builds on a self help model of delivery where feasible.

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Equality Impact Assessment

Name of project/proposal	T19 Hampshire Scientific Services income generation
Originator	Wonham, Tiffany
Email address	Tiffany.Wonham@hants.gov.uk
Department	Culture, Communities and Business Services
Date of Assessment	25 May 2017

Description of Service / Policy

Hampshire Scientific Services are an Official Food and Feed Control Laboratory which currently provides analytical testing and consultancy regarding Food / Feed Legislation to other government bodies for enforcement purposes.

Geographical impact* All Hampshire

Description of proposed change

It is proposed to increase income generation by offering current services to food / feed businesses to provide due diligence testing, accurate food labelling and analytical certificates to demonstrate compliance with food legislation. Working initially with Hampshire Trading Standards and potentially other partners to provide a one stop shop to businesses for all assured advice needs, this initiative would support economic growth and also increase income into HCC.

Engagement and consultation

Has engagement or consultation been carried out? Yes

No specific Hampshire wide consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in September 2017.

When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers Service users

Statutory considerations	Impact
Age	Neutral

Equality Impact Assessment

Disability	Neutral
Sexual Orientation	Neutral
Race	Neutral
Religion and Belief	Neutral
Gender Reassignment	Neutral
Gender	Neutral
Marriage and civil partnership	Neutral
Pregnancy and Maternity	Neutral

Other policy considerations

Poverty	Neutral
Rurality	Neutral

Neutrality Statement	Hampshire Scientific Services provide analytical and consulting services to departments for enforcement purposes and do not work directly with Hampshire residents. This initiative is to increase services to business and will have no impact on existing services.
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Additional Information

EIA completed on behalf of Anne Scarrett.

Name of project/proposal	T19 Asbestos Management Services
Originator	Cobley, Arran
Email address	arran.cobley@hants.gov.uk
Department	Culture, Communities and Business Services
Date of Assessment	23 May 2017

Description of Service / Policy

The Asbestos Management Service forms part of Hampshire Scientific Service and delivers United Kingdom Accreditation Service (UKAS) accredited asbestos testing and inspection services (asbestos surveys, air monitoring, analysis of samples and safety inspections) to Hampshire County Council and other public sector clients. Services also include the management of the asbestos database which contains details of around 90,000 asbestos items across around 800 sites. The database is not able to meet forthcoming changes to the Health and Safety Executive's (HSE's) asbestos requirements.

Geographical impact* All Hampshire

Description of proposed change

To replace existing asbestos management software with a system that allows users to access information about asbestos in our buildings via the internet, even to those working remotely. The new system will also improve how certificates are issued following asbestos removal, as per the Health and Safety Executive's (HSE's) new requirements, and will improve the efficiency of how asbestos data is collected and reported and, therefore, reduce costs. Current risks around software development and support will also be addressed by replacing the software.

Engagement and consultation

Has engagement or consultation been carried out? Yes

Consultation conducted with end users of asbestos information (including schools, Property Services colleagues and Constructions Contractors).

No specific Hampshire wide consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in September 2017.

When decisions are made to pursue the options, further specific Hampshire wide consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers Service users

Statutory considerations

Age

Impact

Neutral

Disability
Impact

Positive

Positive impact on some disability groups – Web access to data is expected to benefit those with poor eyesight and the format of data is expected to make data easier to understand for those with a preference for visual information through greater use of annotated plans and photographs.

Sexual Orientation

Neutral

Race

Neutral

Religion and Belief

Neutral

Gender Reassignment

Neutral

Gender

Neutral

Marriage and civil
partnership

Neutral

Pregnancy and
Maternity

Neutral

Other policy considerations

Poverty

Neutral

Rurality

Neutral

Additional Information

Name of project/proposal	T19 Detailed Country Park Automatic Number Plate Recognition (ANPR) Installation
Originator	Rykowski, Pete
Email address	Pete.Rykowski@hants.gov.uk
Department	Culture, Communities and Business Services
Date of Assessment	18 May 2017

Description of Service / Policy

HCC manages a number of country parks and activity centres across the county, which offer a variety of activities including indoor activities, sports, camping, guided walks, seasonal events & corporate days. Activities are offered to a range of service user groups including schools, businesses, families, campers and other adult and child groups. Calshot, Staunton, Royal Victoria, Manor Farm, Lepe & Queen Elizabeth all offer onsite parking which is managed through a Pay and Display system. Compliance with parking charges was approximately 64% across all sites in 2014/15, and there are currently insufficient resources to undertake enforcement.

Geographical impact* All Hampshire

Description of proposed change

To install Automatic Number Plate Recognition (ANPR) parking systems at five Country Parks and Calshot Activity Centre, which will replace the current Pay & Display systems. ANPR technology utilises computers and security cameras for automatically reading vehicle number plates in an effort to enforce parking charges and increase security. The fully implemented system will also increase the quantity and quality of data collected for each site. In an effort to mitigate against any privacy impacts a privacy impact assessment was conducted on 07/03/17 and subsequently approved by the Departmental Senior Information Risk Owner. The ANPR system meets the requirements of Blue Badge holders not being charged.

Engagement and consultation

Has engagement or consultation been carried out? Yes

Engagement has taken place with Country Park Staff and forums are planned to take place with other key stakeholders (site users other than visitors e.g scouts club, sailing club, residents). Although parking charges are currently in place the compliance rate for visitors adhering to these charges is low. The implementation of the ANPR would guarantee that visitors pay for their parking and therefore increase compliance close to 100%.

No specific Hampshire wide consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in September 2017.

When decisions are made to pursue the options, further specific Hampshire wide consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers Service users

Statutory considerations

Impact

Age	Neutral
Disability	Neutral
Sexual Orientation	Neutral
Race	Neutral
Religion and Belief	Neutral
Gender Reassignment	Neutral
Gender	Neutral
Marriage and civil partnership	Neutral
Pregnancy and Maternity	Neutral

Other policy considerations

Poverty Impact	Low As stated previously parking charges are already in place at each site and due to the numerical size of the parking charge at each site being relatively low e.g.
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£2.50, the overall impact on impoverished groups will be very low.

Rurality

Neutral

Additional Information

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Equality Impact Assessment

Name of project/proposal T19 Library Service Transformation Plan
Originator Horsey, Nicola
Email address nicola.horsey@hants.gov.uk
Department Culture, Communities and Business Services
Date of Assessment 23 Aug 2017

Description of Service / Policy

Hampshire County Council's Library Service runs 48 libraries across Hampshire, providing residents with access to printed material, computers and digital resources. In April 2016 a new Library Strategy to 2020 was approved and proposals to deliver the savings needed for April 2019 are underpinned by this Strategy. A separate EIA was published alongside the new Strategy.

Geographical impact* All Hampshire

Description of proposed change

Self service technology will be installed in all libraries and vacancy management will continue to be rigorously applied to all staff vacancies, reducing staff numbers as far as possible. It is proposed to undertake a public consultation in 2018 on options to reduce the operating costs of running the Service. The options could include reducing opening hours, transferring libraries to be run by their local community, making greater use of volunteers and making a permanent reduction to the Book Fund.

Engagement and consultation

Has engagement or consultation been carried out? Yes

No specific consultation has been carried out on these possible proposals. However, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in September 2017.

It is proposed to undertake a public consultation in 2018 on options to reduce the operating costs of running the Service.

Impacts of the proposed change

This impact assessment covers Service users

Statutory considerations

Impact

Age Low
Impact Proportionately more older people use the Library Service and they may find it more difficult to use the self service technology to begin with. Library staff and volunteers will be on hand to assist customers and, from experience elsewhere in the other Hampshire libraries, customers find the self service kiosks easy to use.

Disability Impact	Low Customers with disabilities may find it difficult to use the self service technology to begin with. Library staff and volunteers will be on hand to assist customers and, from experience elsewhere in other Hampshire libraries, customers find the self service kiosks easy to use.
Sexual Orientation	Neutral
Race	Neutral
Religion and Belief	Neutral
Gender Reassignment	Neutral
Gender	Neutral
Marriage and civil partnership	Neutral
Pregnancy and Maternity	Neutral
Other policy considerations	
Poverty	Neutral
Rurality	Neutral

Additional Information

The self service technology is easy to use and customers who are new to it will be shown how to use it. It is already installed in 50% of Hampshire's libraries and is proven to be easy to use.

Whilst there will be fewer staff in the Library Service in the future, customers will be able to take and return books via the self service technology, seeking help from staff when needed. Volunteers will be trained to help and support staff.

In addition the Library Service offers a wide range of digital resources, available all the time, which are constantly being developed and are proving to be increasingly popular.

Name of project/proposal	Property Services T19 Property Futures OVERVIEW
Originator	Lau Brown, Philippa
Email address	philippa.lau.brown@hants.gov.uk
Department	Culture, Communities and Business Services
Date of Assessment	14 Aug 2017

Description of Service / Policy

Property Services seeks to ensure it is a key enabler of public value, our core purpose is to deliver value across the entire estate throughout the asset lifecycle. Property Services includes over 400 staff working across a very wide breath of services from facilities management to design and urban planning. All services and staff are within the scope of the T19 Property Futures project. Property Services is not a front line service and has no direct interface with residents, public and taxpayers.

Geographical impact* All Hampshire

Description of proposed change

Since the existing operating model was last established in 2009, Property Services has evolved and it's current operating model is now complex and lacks transparency. The Property Futures project will review the current operating model in relation to the existing internal and external pressures and will refresh the vision and operating model. It is anticipated the change will release savings in line with the T19 targets and ensure Property Services is fit to respond to future pressures. It is anticipated that savings will be made through reducing role numbers.

Engagement and consultation

Has engagement or consultation been carried out? Yes

Staff engagement has commenced to ensure all staff are clear on the reasons for change and possible impacts. Staff consultations commenced with all staff briefings in June followed by open 1 hour sessions to be held between July and September 2017 at accessible locations in Winchester, Havant, Totton and Basingstoke. These sessions focus on the current culture and future culture of Property Services. The content from these sessions will be shared in late September via an all staff survey, and will influence the design of the operating model. Further sessions are being arranged for October to continue the dialogue with all staff. Additional sessions by the end of the year are likely to focus on the outcomes of the Property Futures project and the implementation plan to realise the operational model and associated benefits.

Wider consultation with stakeholders including clients, providers, service leads, partners, senior officers and members has also commenced to ensure the future model encompasses the needs and requirements of our clients.

No specific Hampshire wide consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in September 2017.

When decisions are made to pursue the options, further specific Hampshire wide consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers HCC Staff (and partners)

Statutory considerations	Impact
Age	Neutral
Disability	Neutral
Sexual Orientation	Neutral
Race	Neutral
Religion and Belief	Neutral
Gender Reassignment	Neutral
Gender	Neutral
Marriage and civil partnership	Neutral
Pregnancy and Maternity	Neutral

Other policy considerations

Poverty Neutral

Rurality Neutral

Neutrality Statement Until the new operating model is designed it is unclear the impact it could have on individual staff. Another EIA will be carried out at the end of the calendar year once the operating model is known to consider the impact on staff.

Additional Information

A further EIA will be undertaken at the point when the structural implications are formed, it will include a comprehensive review of staff characteristics to ensure that no particular groups or individual are adversely affected.

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Name of project/proposal	T19 Office Accommodation Strategy Overview
Originator	Hendy, Gail
Email address	Gail.Hendy@hants.gov.uk
Department	Culture, Communities and Business Services
Date of Assessment	21 Jun 2017

Description of Service / Policy

The provision of office accommodation for all HCC staff who work in HCC offices, or use them as a base for part of their working time. It excludes staff based in schools. Staff based exclusively in operational buildings (e.g. children's homes, nursing homes, depots) would also be unaffected. The office accommodation in scope for the strategy is comprised of Winchester HQ buildings (approximately 12, plus ancillary facilities such as storage), Area hub offices and smaller satellite offices (approximately 20 buildings in total)
Geographical impact* All Hampshire

Description of proposed change

The T19 Office Accommodation strategy will result in the intensified use of office accommodation across the estate in order to realise savings of £1.3m by March 2019. A utilisation study was conducted across the office estate which evidences that many buildings are currently underutilised. The intention is to restore these buildings to efficient levels of occupation, at least in line with the levels intended when staff were originally moved into them as part of the Workstyle programme. Proposals may see the disposal of some buildings, with staff relocating to other offices or working in a more mobile way.

Staff impacts may include (i) staff working at higher staff:desk ratios than currently, especially where they have slipped over time as teams have reduced in size, (ii) staff being moved from their current office base to a different building or part of a building, (iii) changes in office environment such as different layouts of desks and furniture. Any changes will take into consideration special requirements such as accessibility.

Engagement and consultation

Has engagement or consultation been carried out?	Yes
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Engagement is ongoing: We are piloting intensification of use in different buildings and continue to review the findings to inform the developing strategy. We have engaged with all departments through their Transformation Leads and plan to meet with departmental representatives again in September. We will engage formally with DMTs in October. These discussions continue to help shape the development of our options and recommendations. All staff have had

the opportunity to provide feedback through a survey of drop in provision which will be used to consider the future role of drop in facilities to support the strategy.

No specific Hampshire wide consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in September 2017.

When decisions are made to pursue the options, further specific Hampshire wide consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers HCC Staff (and partners)

Statutory considerations

Age

Impact

Neutral

Disability
Impact

Low

Any relocation of staff may have particular implications for those who are disabled. For example, staff with a physical disability may require wheelchair access, or need to be based on the ground floor of a building if it doesn't have a lift. The needs of those with any nonphysical disability would also be considered, for example, some mental health conditions may be exacerbated by a more intense use of office space, hence the provision of break out spaces and smaller spaces for quiet working will remain important. Where staff with a disability may be unduly impacted by a change to their office accommodation, this will be managed and mitigated through the existing legal framework and corporate policy relating to the employer making reasonable adjustments in the workplace to meet the needs of disabled staff. This approach is already in place and has been used to good effect throughout previous phases of the Workstyle programme. We will continue

	to follow the current property services access policy which is designed to address the needs of staff with a disability.
Sexual Orientation	Neutral
Race	Neutral
Religion and Belief	Neutral
Gender Reassignment	Neutral
Gender	Neutral
Marriage and civil partnership	Neutral
Pregnancy and Maternity	Neutral

Other policy considerations

Poverty	Neutral
Rurality	Low If an office building is closed staff living in rural locations may need to travel further to reach their designated office base.
Mitigation	This would be managed through the existing HR policy relating to a change of designated work base. We are reviewing the drop in strategy, which may result in different HCC locations becoming available for staff to use as drop in. In addition, the Enabling Productivity project is intending to roll out mobile devices to a significant proportion of the workforce, enabling staff to work more flexibly across a range of work settings rather than tethering them to a designated office base. It should be noted that staff already have access to request flexible working through the existing corporate flexible working policy.

Additional Information

The Office Accommodation Strategy is intended to build on the learning from the Workstyle programme which has been successfully rolled out across the organisation since 2010, promoting the use of shared space and smarter flexible working.

The strategy is also intended to complement the corporate Enabling Productivity project which seeks to increase staff productivity through the provision of technology (systems and devices) that facilitates a move to more flexible and mobile working as a means to achieve a more agile, effective and efficient workforce.

Name of project/proposal	Hampshire Record Office Archives and Local Studies T2019 Proposals (T19)
Originator	Tickle, John (CCBS)
Email address	john.tickle@hants.gov.uk
Department	Culture, Communities and Business Services
Date of Assessment	18 Aug 2017

Description of Service / Policy

Hampshire's Archives and Local Studies service provides public access to archives relating to Hampshire and its people. Admission to the public search room is free, as is the consultation of documents (which includes film and sound archives in Wessex Film and Sound Archive). However, we apply charges to a wide range of copying services, and to added value services including research, events (talks, workshops etc), use of images in publications, and facilities such as room hire.

Geographical impact* All Hampshire

Description of proposed change

The Service needs to generate additional income, and make further cost reductions to save £154,000. Additional income will be achieved through an increased commercial approach (e.g. online pay-per-view access), introduction of donations, contributions from depositors and provision of paid-for professional services to partners. A revised charging framework, based on full cost recovery, will also be applied and the service will make workforce reductions through staff turnover to achieve cost savings.

Engagement and consultation

Has engagement or consultation been carried out? Yes

Correspondence with key depositors.

Discussion with the Hampshire Archives Trust.

Ongoing discussion with Hampshire Records Office customer liaison group.

No specific Hampshire wide consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in September 2017.

When decisions are made to pursue the options, further specific Hampshire wide consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers Service users

Statutory considerations

Age

Impact

Impact

Low

In the latest Survey of Visitors to UK archives 56% of our visitors were aged over 60 so older people are well represented in our customer base (we have less evidence for our remote customers but a small survey of 28 responses in Sep 2015 indicates a similar profile). Visitor postcode analysis for 2012-15 shows a high proportion of our visitors with disposable income. While the increases are high in proportional terms, they are from a low base (eg £6 copying charge increasing to £10) so the impact for this group is assessed as low.

Disability

Neutral

Sexual Orientation

Neutral

Race

Neutral

Religion and Belief

Neutral

Gender Reassignment

Neutral

Gender

Neutral

Marriage and civil partnership

Neutral

Pregnancy and Maternity

Neutral

Other policy considerations

Poverty

Low

Impact	Analysis of visitor postcode analysis for 2012-15 showed a smaller proportion of our visitors have less disposable income. The increases are high in proportional terms but are from a low base (eg £6 copying charge increasing to £10) so the impact for this group is assessed as low, particularly so as the services provided are largely discretionary.
Rurality	Low Analysis of visitor postcode analysis for 2012-15 showed a small number of our visitors live in isolated rural areas. The increases are high in proportional terms but are from a low base (eg £6 copying charge increasing to £10) so the impact for this group is assessed as low, particularly since the group comprises only 4% of our customer base.
Mitigation	

Additional Information

The extra income targets are orientated primarily at discretionary, choose to use, areas of activity and service that will have minimum impact upon core service users. Steps are being taken to mitigate the potential loss of community archive outreach services by a combination of volunteer training, on line resources and seeking external financial support.

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Name of project/proposal	T19 Automatic Number Plate Recognition (ANPR) at Calshot Activities Centre
Originator	Palmer, Alistair
Email address	Alistair.Palmer@hants.gov.uk
Department	Culture, Communities and Business Services
Date of Assessment	17 Aug 2017

Description of Service / Policy

This project forms part of the T19 Detailed Country Park Automatic Number Plate Recognition (ANPR) Installation (EIA completed by Pete Rykowski). Calshot Activities Centre offers onsite parking which is managed through a Pay and Display system. Compliance with parking charges was approximately 15% in 2014/15, and there are currently insufficient resources to undertake enforcement. Calshot also charges for boat launching from the site which will form part of the ANPR.

Geographical impact* New Forest

Description of proposed change

To install Automatic Number Plate Recognition (ANPR) parking systems at Calshot Activities Centre, which will replace the current Pay & Display systems. (ANPR) technology utilises computers and security cameras for automatically reading vehicle number plates in an effort to enforce parking charges and increase security. The fully implemented system will also increase the quantity and quality of data collected for the site. The ANPR system meets the requirements of Blue Badge holders not being charged. It is envisaged that current parking fee arrangements will remain as currently advertised. This includes free parking for customers who are buying services from the Centre.

Engagement and consultation

Has engagement or consultation been carried out? Yes

A wide variety of stakeholders use the Calshot site. A consultation period operated from February 2017 to May 2017, during which staff, customers, clubs, emergency services and volunteer organisations such as the RNLI were consulted. The questions from stakeholders have all been recorded and responded to. An example of this is ensuring access is maintained for RNLI and NCI volunteers as well as emergency access to all areas of the site. The location of the entrance barrier will take account of the Calshot Sailing Club entrance to their compound, such that pedestrian access and safety is maximised. Further communication with stakeholders is planned following the tender process, which will enable use to fully understand the software and its capabilities.

No specific Hampshire wide consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in September 2017.

When decisions are made to pursue the options, further specific Hampshire wide consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers Service users

Statutory considerations	Impact
Age	Neutral
Disability	Neutral
Sexual Orientation	Neutral
Race	Neutral
Religion and Belief	Neutral
Gender Reassignment	Neutral
Gender	Neutral
Marriage and civil partnership	Neutral
Pregnancy and Maternity	Neutral

Other policy considerations

Poverty

Low

As stated previously parking charges are already in place at each site and due to the numerical size of the parking charge at each site being relatively low e.g. £2.50, the overall impact on impoverished groups will be very low.

Rurality

Neutral

Additional Information

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Name of project/proposal	T19 detailed Camping Pods at Calshot
Originator	Ryan, Enda
Email address	enda.ryan@hants.gov.uk
Department	Culture, Communities and Business Services
Date of Assessment	17 May 2017

Description of Service / Policy

Calshot Activities Centre has been in operation for over 55 years, delivering high quality outdoor adventurous residential and recreational experiences to the young people/wider public Hampshire and beyond. Calshot also has a very large recreational customer base with activities such as the dry ski slope, climbing wall and velodrome. Schools make up 50% of the revenue with other sources of income coming from boat storage, launch fees, car parking and other clubs that utilise the facilities on offer. Although the vast majority of the customers are from Hampshire the centre accommodates schools and groups from all over the UK.

Geographical impact* All Hampshire

Description of proposed change

Introduction of 10 Camping Pods at Calshot Activities Centre on existing land currently used for Caravan and Camping. These Pods will sleep a family of four and will be serviced with basic electricity and washroom facilities. This project will impact on current members of the club. Reduced pitches will be available to them in the future. Final designs have yet to be agreed, two of the Pods will be fully accessible. The pods will be primarily but not exclusively, targeted at families and adult groups visiting the site. Little impact to staff other than operational requirements when opened.

Engagement and consultation

Has engagement or consultation been carried out? Yes

A presentation was given to the Calshot Association Executive committee 23rd January 2017, which outlined the proposal. A communication was then sent out to all members of the Association inviting comments/concerns. Discussed then at the full Association Council meeting (28/2/17) where concerns were answered and recorded. Representatives from all the service user groups attend the Council meetings in order to discuss any matters that they perceive effect them from a service user perspective. The Association is a third party voluntary organisation made up of all service users and which is fully constituted.

No specific Hampshire wide consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise

over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in September 2017.

When decisions are made to pursue the options, further specific Hampshire wide consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers Service users

Statutory considerations

Age

Impact

Neutral

Disability
Impact

Low

Disabled access to the pods has been given serious consideration, although depending on the final design, full access may not be achievable and therefore there would be an impact on disability. The accessibility of the pods would be no different to the current camping facilities and such the impact is perceived as being low.

Sexual Orientation

Neutral

Race

Neutral

Religion and Belief

Neutral

Gender Reassignment

Neutral

Gender

Neutral

Marriage and civil
partnership

Neutral

Pregnancy and
Maternity

Neutral

Other policy considerations

Poverty	Neutral
Rurality	Neutral

Additional Information

Stakeholder engagement:

The main points focussed around the loss of space on the creek side both for campers and windsurfers. Ultimately this did not change our view on the proposal as the loss of space was already considered within the cost benefit analysis. With regard to the camping site, the cost and income analysis justifies the loss of any camping plots currently available. The windsurfers still have plenty of space to launch and recover their equipment. Although the proposal does not restrict this, it will mean that they can no longer park right next to the beach. However the nature of the sport is such that they can carry their equipment and rig the kit on the beach with their car parked in the main car park. The campsite occupancy levels were also considered and feedback was given to the association, the introduction of the Pods will mean the centre will extend the capacity of what is the quieter periods and make the facility available to a wider audience and not exclusive to the caravan and camping club, something the Association have challenged albeit there is no lease on the land given to the club.

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Name of project/proposal	T19 Overview Visitor Attraction Developments at Sir Harold Hillier Gardens
Originator	Wright, Andrew
Email address	Andrew.Wright@hants.gov.uk
Department	Culture, Communities and Business Services
Date of Assessment	24 May 2017

Description of Service / Policy

In 1977 Sir Harold Hillier left the Gardens under the sole trusteeship of Hampshire County Council. It is now run as a charity under the remit of horticulture, conservation, education and recreation. The Gardens are open to the public, schools and organised groups. Day visitors include local residents and tourists. Members are typically local residents. The visitor demographic is broad, from young families to retirees, although older relatively affluent visitors are in the majority.

Geographical impact* All Hampshire

Description of proposed change

The Gardens are seeking to both develop their offer to attract additional visitors and members, and implement other changes that will improve the customer experience. A number of options have been explored that will enhance the Gardens as a visitor attraction (i.e. new elements or structures within the gardens), thereby increasing visitor numbers and customer experience. In addition to the development of the visitor attraction, increasing visitor numbers requires investment in, and development of, the visitor infrastructure (catering, toilets etc.). No impact is expected on staff, and impacts on visitors are expected to be positive.

Engagement and consultation

Has engagement or consultation been carried out? Yes

A customer survey was carried out in October/November 2015 to gauge customer demand for a number of options being considered. Feedback informed the need for investment in the visitor infrastructure as well as development of the Gardens, of which a Walled Garden, Canopy Walk and Summer Garden were identified as higher priorities for customers. The survey was conducted within the Gardens (with visitors) and externally in Romsey and Chandler's Ford to both previous visitors to the Gardens, and those who have not been before. Regular consultation also took place with the Advisory Committee and Arboretum Trust Board.

No specific Hampshire wide consultation has been carried out on this proposal, however, the County Council carried out a major public consultation exercise over the Summer 2017 on a range of options for finding further budget savings including increasing council tax, using reserves and making changes to the way in which services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to Cabinet in September 2017.

When decisions are made to pursue the options, further specific Hampshire wide consultation will be carried out with stakeholders on the detailed options where required.

Impacts of the proposed change

This impact assessment covers Service users

Statutory considerations

Age

Impact

Positive

Impact

Due to the customer demographics being typically older in the majority, improvements to the Gardens and visitor infrastructure will have a greater impact on this customer group. All developments will add to the attractiveness of the Gardens with an improved customer experience, hence a positive impact.

Disability

Low

Impact

This relates to the accessibility of any capital development projects that may be implemented. While all potential projects will be designed to enhance the visitor experience to the Gardens, it is acknowledged that some may be potentially less accessible than others. To mitigate this, all projects will be considered from an accessibility perspective and designed in such a way to maximise inclusion for all visitors to the gardens regardless of disability.

Sexual Orientation

Neutral

Race

Neutral

Religion and Belief

Neutral

Equality Impact Assessment

Gender Reassignment Neutral

Gender Neutral

Marriage and civil
partnership Neutral

Pregnancy and
Maternity Neutral

Other policy considerations

Poverty Neutral
Rurality Neutral

Additional Information

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HAMPSHIRE COUNTY COUNCIL

Report

Committee:	Policy & Resources Select Committee
Date:	22 September 2017
Title:	Work Programme
Report From:	Director of Transformation & Governance – Corporate Services

Contact name: Marie Mannveille, Scrutiny Officer

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1. Summary

1.1. The purpose of this item is to provide the work programme of future topics to be considered by this Select Committee.

2. Recommendation

That the Policy & Resources Select Committee approve the attached work programme.

CORPORATE OR LEGAL INFORMATION:**Links to the Strategic Plan**

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

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

Document

Location

None

IMPACT ASSESSMENTS:

1. Equality Duty

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

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

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

1.2. Equalities Impact Assessment:

1.3. This is a forward plan of topics under consideration by the Select Committee, therefore this section is not applicable to this report. The Committee will request appropriate impact assessments to be undertaken should this be relevant for any topic that the Committee is reviewing.

2. Impact on Crime and Disorder:

2.1. This is a forward plan of topics under consideration by the Select Committee, therefore this section is not applicable to this report. The Committee will request appropriate impact assessments to be undertaken should this be relevant for any topic that the Committee is reviewing.

3. Climate Change:

- a) How does what is being proposed impact on our carbon footprint / energy consumption?
- b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?

This is a forward plan of topics under consideration by the Select Committee, therefore this section is not applicable to this report. The Committee will consider climate change when approaching topics that impact upon our carbon footprint / energy consumption.

WORK PROGRAMME – POLICY & RESOURCES SELECT COMMITTEE

Topic	Issue	Reason for inclusion	Status and Outcomes	22 Sept 2017	23 Nov 2017	22 Jan 2018	19 April 2018
<p>Overview/Pre-Scrutiny - <i>To maintain an overview of Policy and Resources issues, and to consider proposed scrutiny topics for inclusion in the work programme.</i></p>							
Pre-scrutiny	Revenue and Capital Budget	To pre scrutinise the budget proposals for the Policy & Resources portfolio, prior to approval by the Executive Member.	Budget considered annually in January. (in recent years this committee has also received the budget setting item at the January meeting for additional context)			✓	
Overview	Performance	To monitor how performance is managed corporately, and consider the performance information to support identification of areas to focus scrutiny.	Members requested to consider the performance report annually. Last received June 2017, next update expected summer 2018.				

Topic	Issue	Reason for inclusion	Status and Outcomes	22 Sept 2017	23 Nov 2017	22 Jan 2018	19 April 2018
Overview	IT developments and issues (including Digital Strategy)	Monitoring contribution of IT to change programmes, major projects (e.g. rural broadband) and policy issues in relation to underpinning council services (e.g. disaster recovery plans)	Update has been considered annually. Last update received Jan 2017, next update due Jan 2018.			✓	
Pre-scrutiny	Grants to Voluntary Sector Infrastructure Organisations	The approach to grant funding voluntary sector organisations has been reviewed.	HALC presentation received April 2016, rec to Exec Member P&R regarding refresh of partnership agreement and review of grant for 17/18.				
Pre-scrutiny	Transformation to 2019 proposals for Policy & Resources Budgets	To consider proposals prior to decision by the Executive Member	Initial proposals due for consideration September 2017, including feedback from public consultation undertaken in July and August 2017.	✓			

Topic	Issue	Reason for inclusion	Status and Outcomes	22 Sept 2017	23 Nov 2017	22 Jan 2018	19 April 2018
Overview	Budget Monitoring	<p>(a) Final Accounts considered at summer meeting, to see how the budget was managed for the year compared to plan.</p> <p>(b) Medium Term Financial Strategy – considered when appropriate to provide longer term financial context.</p> <p>(c) Planning for the 2019/20 budget gap</p>	<p>(a) Last considered June 2017</p> <p>(b) MTFS last considered July 2016.</p> <p>(c) 'transformation to 2019' update received June 2017.</p>		(b) ✓ tbc		

Topic	Issue	Reason for inclusion	Status and Outcomes	22 Sept 2017	23 Nov 2017	22 Jan 2018	19 April 2018
Scrutiny Review - <i>to scrutinise, in-depth, priority areas agreed by the Committee</i>							
None at this time							
Real-time Scrutiny - <i>to scrutinise light-touch items agreed by the Committee, through working groups or items at formal meetings.</i>							
Consultation Policy	Whether improvements could be made to how the County Council engages with the public.	Members were aware of examples of consultations that had not been well received by the public, and wanted to review corporate guidance on consultations.	Working group reported to July 2014 meeting and recommended to Cabinet. Cabinet agreed new policy Feb 2015. Review of implementation April 2016. To retain for future update, timing tbc				

Topic	Issue	Reason for inclusion	Status and Outcomes	22 Sept 2017	23 Nov 2017	22 Jan 2018	19 April 2018
Crime & Disorder	Duty to review, scrutinise, and report on the decisions made, and actions taken by 'responsible authorities' under the Crime and Disorder Act.	This duty passed from the Safe & Healthy People Select Committee to this committee in May 2014	Introductory item on crime and disorder received at Oct 2014 meeting. Update on crime & disorder work (domestic abuse focus) received at Nov 2015 meeting. Update (with Prevent focus) Nov 2016 and short introduction from PCC. Next item due Nov 2017 – PCC requested for longer slot, briefing note to be circulated confirming crime & disorder remit, and report to cover fewer topics in greater detail. (Supporting Troubled Families focus for Nov 2017)		✓		
Monitoring Scrutiny Outcomes - to examine responses to the Committee's reports or comments and check on subsequent progress.							
Collation of Annual Report of Select Committee activity	To support oversight of the scrutiny function, and the role of this committee to ensure scrutiny activity is having impact and being evaluated.	The constitution requires that this committee report to full Council annually providing a summary of the activity of the select committees	In recent years this has been prepared by financial year. Report for 2016/17 presented to July 2017 full Council.				