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NOTICE OF MEETING

Meeting	Culture and Communities Select Committee
Date and Time	Thursday, 19th September, 2019 at 10.00 am
Place	Mitchell Room, Ell Podium, 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 5 - 8)

To confirm the minutes of the previous meeting held on 25 February 2019.

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 2021 – REVENUE SAVINGS PROPOSALS (RECREATION AND HERITAGE) (Pages 9 - 52)

To consider a report of the Directors of Corporate Resources – Corporate Services and Culture, Communities and Business Services outlining the Recreation and Heritage savings proposals that have been developed as part of the Transformation to 2021 programme.

7. TRANSFORMATION TO 2021 - REVENUE SAVINGS PROPOSALS (COUNTRYSIDE AND RURAL AFFAIRS) (Pages 53 - 76)

To consider a report of the Directors of Corporate Resources – Corporate Services and Culture, Communities and Business Services outlining the Countryside and Rural Affairs savings proposals that have been developed as part of the Transformation to 2021 programme.

8. UPDATE ON LIBRARY STRATEGY 2016–2020 AND DRAFT STRATEGY 2020–2025 (Pages 77 - 80)

To receive a report of the Director of Culture, Communities and Business Services with an update on the existing library strategy and the development of the new strategy.

9. CCBS SPONSORSHIP AND PARTNERSHIP UPDATE

To receive a presentation from the Director of Culture, Communities and Business Services with information regarding sponsorship work being undertaken for cultural and community services within CCBS.

10. WORK PROGRAMME (Pages 81 - 86)

To consider the Committee's forthcoming Work Programme.

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.

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Agenda Item 3

AT A MEETING of the Culture and Communities Select Committee of
HAMPSHIRE COUNTY COUNCIL held at The Castle, Winchester on Monday,
25th February, 2019:

Chairman:

p. Councillor Anna McNair Scott

p. Councillor Christopher Carter	a. Councillor Pal Hayre
p. Councillor John Bennison	p. Councillor Dominic Hiscock
a. Councillor Fred Birkett	p. Councillor Rob Mocatta
p. Councillor Jackie Branson	p. Councillor Michael White
p. Councillor Ann Briggs	
p. Councillor Zilliah Brooks	
p. Councillor Peter Chegwyn	
p. Councillor Daniel Clarke	
p. Councillor Rod Cooper	

67. **APOLOGIES FOR ABSENCE**

Apologies were received from Councillors Birkett and Hayre.

68. **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.

69. **MINUTES OF PREVIOUS MEETING**

The minutes of the meeting held on 14 January 2019 were agreed as a correct record and signed by the Chairman.

70. **DEPUTATIONS**

There were no deputations.

71. CHAIRMAN'S ANNOUNCEMENTS

The Chairman announced that library refurbishments across the county had been progressing well and that both Lockwood and Andover libraries had recently re-opened. Members heard that Bridgemary Library had been closed for significant repairs following an incident of vandalism but had re-opened ahead of schedule on 18 February.

The Chairman updated the Committee on the range of events which had been supported by the Library Service including LGBT History Month, Holocaust Memorial Day and Hampshire Pride. Members heard that throughout 2019, the 30th anniversary of the literary character Elmer would be celebrated by the Service.

The Committee were informed that the Lookout building at Lepe Country Park had won a New Forest National Park Design Award. Members were also pleased to hear how the same project had been shortlisted for a prestigious Royal Institute of Chartered Surveyors (RICS) award in both the Tourism and Leisure and in the Community Benefit categories. The Chairman and Members congratulated all County Council teams who had been involved.

72. BASINGSTOKE CANAL FUTURE MANAGEMENT OPTIONS

The Committee considered a report and presentation from the Director of Culture, Communities and Business Services regarding the options for the future management of the Basingstoke Canal.

Members were informed that the Canal was jointly owned by Hampshire County Council (HCC) and Surrey County Council (SCC) and spanned 32 miles across both counties. It was noted that, since 1990, the Canal had been managed by local authority partnership (namely 6 local borough and district councils, local parishes and a town council).

The item sought Members' support in producing a future investment strategy, with SCC, to explore options for the upkeep of the Canal and generating income to fund maintenance responsibilities.

In response to Members' questions, it was confirmed that:

- Out of the partner authorities, Surrey Heath Borough Council and Runnymede Borough Council did not contribute financially in full according to the funding formula in contrast to all other partners.
- That Option 1 – the transfer of the Canal to the Canal and River Trust was not a financially viable option for either landowning authority.
- The Basingstoke Canal Joint Management Committee, including elected Councillors from both HCC and SCC, had established a working group to begin exploring future management alternatives.
- The amount of power boat movements allowed on the Canal annually (1300 boat movements) could not be increased. This was due to the designation of the Canal as a Site of Special Scientific Interest and that power boat movements would negatively impact the population of aquatic species.

- SCC had planned capital contributions of £150,000 per annum from 2017-2020. This contrasted with £500,000 from HCC for the next 3 years. The mismatch in capital investment in the Canal assets would be addressed as part of the future discussions with SCC.

RESOLVED:

That the Culture and Communities Select Committee recommends to the Executive Member for Recreation and Heritage that he:

- i. Supports the decision not to pursue an asset transfer to the Canal and River Trust at this time.
- ii. Supports the proposal to produce a strategy for investment in partnership with Surrey County Council and to consider potential investments for the benefit of the Canal operation beyond the Hampshire county boundary.
- iii. Approves the continuation of revenue funding contributions at the same level, as set out in section 3.8 of this report, for the next three years.
- iv. Fully endorses the ongoing 3 year capital investment programme orientated at tackling the asset maintenance backlog and managing associated risks in a prioritised manner.

73. **COUNTRY PARK TRANSFORMATION UPDATE**

The Committee received a presentation from the Director of Culture, Communities and Business Services with an update on the progress to date with the Country Parks Transformation Programme.

Members noted the ongoing aim for the programme in producing a suite of 21st century Country Parks which were operationally self financing. The Committee received an overview of the recent progress from site to site and also were pleased to hear of the work which was still to take place. An update was provided on the recent successful developments at the Country Parks, including the opening of The Lookout at Lepe Country Park , the Chapel at Royal Victoria Country Park and 'Forts and Fleets' at Queen Elizabeth Country Park.

In response to Members' questions, it was confirmed that the marketing opportunities for Titchfield Haven were being explored, including better links between Haven House and the reserve, and ways in which additional income could be generated at the site were also being considered.

RESOLVED:

That Culture and Communities Select Committee notes the content of the presentation.

74. **HAMPSHIRE CULTURAL TRUST UPDATE**

The Committee received an update from Alan Lovell (Chairman) and Paul Sapwell (Chief Executive) of the Hampshire Cultural Trust.

Members heard how the Trust had evolved since its beginnings in 2014, receiving international recognition for some of the exhibitions and themes such as Jane Austen 200 and Turner and the Sun at Winchester Gallery. The Committee noted how the Trust were relying less upon local authority grant funding and how visitor donations and fund raising equated to almost 50% of the Trust's overall income. The social impact of the work of the Trust was praised including the Child Adolescent and Mental Health programmes. Members were shown an example of the new digital platforms – new websites, ticketing software and point of sale (EPOS) – which had recently launched.

In response to Members' questions, it was confirmed that:

- A £50,000 grant had recently been awarded to the Trust for work at Red House Museum in Christchurch to implement a project specifically aimed at working with people with dementia and similar conditions.
- Due to ongoing financial pressures, the Trust were not looking to grow their portfolio of sites at the current time and that the focus was on income generation.

RESOLVED:

That the Culture and Communities Select Committee notes and welcomes the content of the presentation.

75. **WORK PROGRAMME**

The Committee received and noted the Work Programme. There were no suggested amendments.

HAMPSHIRE COUNTY COUNCIL

Report

Committee:	Culture and Communities Select Committee
Date:	19 September 2019
Title:	Transformation to 2021 – Revenue Savings Proposals
Report From:	Director of Corporate Services – Corporate Resources and Director of Culture, Communities and Business Services

Contact name: Felicity Roe

Tel: 01962 847876

Email: felicity.roe@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to outline the detailed savings proposals for Recreation and Heritage services that have been developed as part of the Transformation to 2021 (Tt2021) Programme.
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.
3. The Executive Member for Recreation and Heritage is requested to approve the detailed savings proposals for submission to Cabinet in October and then full County Council in November, recognising that there will be further public consultation for some proposals.

Recommendations

That the Culture and Communities Select Committee consider the detailed savings proposals and:

Either:

4. Support the recommendations being proposed to the Executive Member for Recreation and Heritage in section 2 of the report.

Or:

5. Agree any alternative recommendations equivalent in value to the required Transformation to 2021 total, to the Executive Member for Recreation and Heritage in regards to the budget proposals set out in the report.

6. Agree any feedback or comments relating to the Select Committee's recommendations for consideration by the Executive Member when making their decision

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Executive Member for Recreation and Heritage
Date:	19 September 2019
Title:	Transformation to 2021 – Revenue Savings Proposals
Report From:	Director of Corporate Resources – Corporate Services and Director of Culture, Communities and Business Services

Contact name: Felicity Roe

Tel: 01962 847876

Email: felicity.roe@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to outline the detailed savings proposals for Recreation and Heritage that have been developed as part of the Transformation to 2021 (Tt2021) Programme.

Recommendation

2. That the Executive Member for Recreation and Heritage approves the submission of the proposed savings options contained in this report and Appendix 1 to the Cabinet.

Executive Summary

3. The report outlines the detailed savings proposals for Recreation and Heritage that have been developed as part of the Transformation to 2021 (Tt2021) Programme
4. 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.
5. The Executive Member is requested to approve the detailed savings proposals for submission to Cabinet in October and then full County Council in November, recognising that there will be further public consultation for some proposals.

Contextual information

6. 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 (CSRs).
7. Whilst the County Council understands the wider economic imperative for closing the structural deficit, the prolonged period of tight financial control has led to significant reductions in government grant and the removal of funding that was historically provided to cover inflation, coupled with continued underfunding for demand pressures. At the same time, the County Council has also had to respond to inflationary and growth driven increases in costs across all Services, but in particular Adults' and Children's Social Care.
8. 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 implement savings properly so that a full year impact is derived in the financial year that they are needed.
9. This strategy has enabled the County Council to cushion some of the most difficult implications of the financial changes which have affected the short-term financial viability of some County Councils, with Surrey previously considering a referendum for a 15% council tax increase and the well publicised financial issues facing Northamptonshire whose Director of Finance issued a Section 114 Notice in February 2018, imposing spending controls on the Council.
10. This approach has also meant that savings have often been implemented in anticipation of immediate need providing 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.
11. Whilst this has been a key feature of previous cost reduction programmes, it was recognised that the Transformation to 2021 (Tt2021) Programme, the fifth major cost reduction exercise for the County Council since 2010, would be even more challenging than any previous transformation and efficiency programme against the backdrop of a generally more challenging financial environment and burgeoning service demands.
12. Unsurprisingly, the Tt2021 Programme is building seamlessly on from the Transformation to 2019 (Tt2019) Programme, with projects and programmes of work set to go further and harder in a number of areas as the search for an additional £80m of savings (combining cost reduction and income generation) develops.
13. The Tt2021 work has been taken forward without any impacts for Tt2019 delivery with the Corporate Management Team (CMT) setting appropriate time aside for the Tt2021 planning process whilst maintaining a continued strong grip on Tt2019.
14. What is different to previous years, however, is the fact that the profile of delivery for the Tt2019 Programme is back-loaded, with some changes not being delivered at all until well after 2019/20. Secured savings exceeded the

£100m mark in the first quarter of 2019 which represented another major milestone for the Programme. However, this leaves £40m to deliver and as we move ahead we know that the remaining savings areas will be the most difficult to secure.

15. Whilst sufficient resources have been set aside to cover this delayed implementation the need to commence the successor programme does, therefore, mean that there will be overlapping change programmes which is another significant difference. This does increase the overall risk in the budget going forward and there is clearly no room for complacency especially as implementation and delivery of Tt2021 will begin to run alongside the Tt2019 Programme and strong focus will be required to ensure simultaneous delivery of both.
16. Departments have looked closely at potential opportunities to achieve the required savings and unsurprisingly the exercise has been extremely challenging because savings of £480m have already been driven out over the past nine years, and the fact that the size of the target (a further 13% reduction in departmental cash limited budgets) 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 Tt2021 Programme target to be delivered.
17. The opportunity assessment and planning work has confirmed the sheer complexity and challenge behind some of the proposals, which means in a number of areas more than two years will be required to develop plans and implement the specific service changes.
18. The cashflow support required to manage the extended delivery timetable for the Tt2021 Programme will in the most part be met from departmental cost of change reserves but further funding of £32m to provide for necessary investment and the later delivery has already been factored into the requirements for the Grant Equalisation Reserve going forward. This provision will be considered as part of the updated Medium-Term Financial Strategy (MTFS) that will be reported in October.
19. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks between 5 June – 17 July. The consultation was widely promoted to stakeholders and residents and asked for their views on ways the County Council could balance its budget in response to continuing pressures on local government funding, and still deliver core public services.
20. The consultation was clear that a range of options would be needed to deliver the required £80m of savings by 2021. Therefore, whilst each option offers a valid way of contributing in-part to balancing the budget – plugging the estimated £80m gap in full will inevitably require a combination of approaches. For example, the Information Pack illustrated the amount of savings that would still be required even if council tax was increased by up to 10%. It explained that the £80m estimated budget shortfall took into account an assumed increase in ‘core’ council tax of 4.99% in both 2020/21 and 2021/22. The Pack also explained that if central government were to support changing local government arrangements in Hampshire, savings would still take several years

to be realised. Residents were similarly made aware that the use of reserves would only provide a temporary fix, providing enough money to run services for around 27 days.

21. As the consultation feedback confirms, a number of different approaches are likely to still be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:
- **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children
 - **using reserves carefully** to help meet one-off demand pressures
 - **maximise income generation** opportunities;
 - **lobby central government** for legislative change to enable charging for some services;
 - **minimise reductions and changes to local services** wherever possible, including by raising council tax by 4.99%;
 - consider further the opportunities for **changing local government arrangements** in Hampshire.
22. Executive Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals for this report. Responses to the consultation will similarly help to inform the decision making by Cabinet and Full Council in October and November of 2019 on options for delivering a balanced budget up to 2021/22, which the Authority is required by law to do.
23. 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 Tt2021 Programme have helped to shape the final proposals presented for approval in this report.

Budget Update

24. Members will be aware that 2019/20 represented the final year of the current Spending Review period and that no indication has previously been provided by Government about the prospects for local government finance beyond this time. Although a further 4 year Spending Review had originally been planned for the summer of this year, this was impacted by Brexit and the national political situation.
25. In recent years, significant lobbying of the Government has been undertaken by Hampshire and the wider local government sector in order to ask them to address the financial pressures we are facing and to convince them to provide an early indication of the financial position beyond 2019/20 to aid medium term financial planning and to address the more immediate issue of budget setting for 2020/21. Whilst the news of a single year settlement was not welcome, it was not unexpected and was partly balanced by the promise of an early indication of the 'settlement' for local government.
26. The Spending Round announcement took place on 4 September and the key issues from a Hampshire perspective were :

- £2.5bn nationally for the continuation of existing one off grants across social care services (worth around £38.5m to Hampshire) most of which had already been assumed in the MTFS.
 - An extra £1bn for adults' and children's social care services, representing between £15m and £20m to Hampshire depending on the distribution methodology, which will be consulted upon.
 - Core council tax of 2% and the continuation of a 2% adult social care precept. This is below our assumptions in the MTFS and would lose the County Council around £12m of recurring income over the two years of the Tt2021 Programme.
 - Additional funding for schools, which includes extra funding for Special Educational Needs of £700m. If this was distributed on the same basis as previous additional grant, our share would be around £16.8m and would help to address the future growth in this area, but does not provide a solution to the cumulative deficit position schools will face at the end of 2019/20.
27. The content of the proposed settlement and the issues it addressed were pleasing to see as they mirrored the key issues that we have been consistently raising for some time directly with the Government and through our local MPs.
28. In overall terms, there is a net resource gain to the County council, albeit that is only for one year at this stage. However, the cost pressures we face, particularly in adults and children's social care services are significantly outstripping the forecasts that were included in the original Tt2021 planning figures.
29. Without the additional injection of funding, the County Council would have faced a revised deficit position well in excess of £100m by 2021/22, but the additional resources bring us back to a broadly neutral position.
30. More detail will be provided in the update of the MTFS and as part of the Member briefings that will take place as part of the Tt2021 decision making process.

Transformation to 2021 – Departmental Context

31. CCBS has taken a targeted approach to identifying its transformation opportunities, defining the strategic direction for services that looks beyond 2021.
32. CCBS' savings proposals have been defined against a challenging backdrop. The department currently delivers services that generate £115M of income annually. This income has to be maintained while savings are made and additional income is generated to meet the T21 targets. Services that are generating income to cover all or part of their costs need to work to tight margins and be highly efficient and effective.
33. Services such as Libraries and the Countryside service are highly visible to Hampshire residents and have very significant user bases. The proposed changes would be managed carefully and the impacts mitigated as far as

possible. However, the proposals for decision would have local impacts that cannot be avoided.

34. The department is continuing to develop and embed core commercial values to ensure maximum public value from all assets and services. There is also a programme of ongoing investment in key IT infrastructure and upskilling of staff to exploit new digital tools and platforms.
35. The overall savings target set for Culture, Communities and Business Services is £3.382 million of which £2.451 million relates to Recreation and Heritage services.
36. The savings target for Recreation and Heritage is made up of:
 - Library Service £1.76 million
 - Countryside Service £195,000
 - Archives and Records £90,000
 - Grants and Arts and Museums Grant Funding £406,000

The overall Countryside saving target is £300,000 with the balance of this sum attributable to services within the portfolio of the Executive Member for Countryside and Rural Affairs.

Library Service

37. The Service is developing a new Strategy to 2025, details of which are set out elsewhere in this agenda. Phase 1 of the Strategy will focus on key areas to deliver savings for Tt2021:
 - **Income generation.** It is proposed that all current charging and pricing arrangements including for events and activities in libraries are reviewed. Increased arrangements for long term lease and room hire arrangements with Partners would be sought. A specific business plan would be implemented for Winchester Discovery Centre to significantly reduce costs and increase income across a range of space-utilisation opportunities. Opportunities for sponsorship and donations are being pursued.
 - **Operations.** It is proposed that opening hours across all tiers of library be reviewed and that the level of the County Council's support to Community Libraries is reassessed.
 - **Asset strategy.** Performance and financial data has been analysed to inform consideration of alternative delivery models, relocations or closures of some libraries. Any proposal for closure would, in the first instance, invite expressions of interest from the local community to take on the running of that local library.
 - **Delivery efficiencies.** A range of delivery efficiencies, which in most cases will have little or no impact on the service experience of customers, will be progressed within a business-as-usual context. Many of these reflect the increasing availability of high quality, free, online versions of digital packages currently purchased by the library service for library member use. Where appropriate support will be provided to signpost

customers to these alternative sources. There will be a rationalisation of the Go-Online public computers to better reflect usage patterns – it is anticipated that this will have minimal, if any, impact on service users as it is only removing surplus capacity.

38. If the Executive Member approves the proposals outlined above then a public consultation (Phase 2) would need to be undertaken as the Library Service is a statutory service. It is anticipated that the consultation could start in November 2019, after County Council on 7 November.

Countryside Service

39. Of the total £300k savings target for the Countryside Service, £195,000 is attributed to the Executive Member for Recreation and Heritage.
40. It is proposed that the Countryside Service focuses on three areas to deliver income and/or efficiencies:
- **Car-parking strategy.** A range of solutions are being considered for sites across the county (not Country Parks), including the expansion of Automatic Number Plate Recognition (ANPR) and delivery of car parking solutions for others.
 - **Service re-design.** The vision and service strategy beyond 2021 would include workforce changes to achieve more integrated service delivery, partnership working, improvements in staff utilisation and maximising digital solutions.
 - **Operational efficiencies and income generation.** Proposals include benchmarking charges to maximise income; delivering projects for others or in partnership; a programme of operational efficiencies to maximise digital opportunities e.g. online payment solutions and vehicle rationalisation and sharing, with a focus on environmentally friendly options e.g. electric vehicles.
41. Only the car parking strategy sits entirely within the Executive Member for Recreation and Heritage portfolio area and therefore the entire saving would be attributed to this portfolio. Local consultation on car parking changes will be undertaken as appropriate.
42. Implementation of the other two workstreams would have impacts across the whole of the Countryside Service and both Executive Member for Recreation and Heritage and Executive Member Countryside and Rural Affairs portfolios would be equally impacted. The savings from service re-design and operational efficiencies and income generation would be split equally across these two portfolios.

Archives and Records

43. The savings target for the Archives and Records service is £90,000. It is proposed that the service would increase income through digitising archive material on a pay-to-view basis; increasing charges; introducing charges for enhanced management of private collections; expanding hire of the Records Office facilities; providing chargeable consultancy services and exploring partnership opportunities such as running joint events.

44. It is proposed that service efficiencies are delivered through reductions to opening hours; extending volunteer support and making savings in the running costs of the Record Office building.

Grants and Arts and Museums Grants Funding

45. There is a £406,000 target saving against all CCBS grant streams. The grant arrangements with the Hampshire Cultural Trust (HCT) include year on year reductions to reflect the HCC budget pressures and this gives a reduction of £232,000 to contribute to the T21 savings. A fortuitous reduction in on-going pension liabilities for former HCC staff in the HCT will also provide an additional £49,000 contribution to the savings. A proportionate reduction in the Recreation and Heritage grants fund would give a saving of £76,000, a proportionate reduction in the Energise Me grant would give a saving of £17,000 and a residual £32,000 from the former Communities team could also be included in the savings.

Summary Financial Implications

46. The overall savings target that was set for Culture, Communities and Business Services was £3.382 million of which £2.451 million relates to Recreation and Heritage services. The detailed savings proposals that are being put forward to meet this target are contained in Appendix 1.
47. All savings could be achieved on time with £643,000 achieved early in 2020/21.

Workforce Implications

48. Appendix 1 also provides information on the estimated reductions in staffing that would result from implementing the proposals.
49. 42 - 58 Full Time Equivalent (FTE) posts would potentially be affected, the majority of which would be in the Library Service. The Department would seek in the first instance to achieve any required reductions in posts through vacancy management, natural turnover and ending of fixed term arrangements where appropriate. However, this may not be sufficient to achieve in full the overall level of reduction required.
50. The County Council's approach to managing down staff levels in a planned and sensitive way through the use of managed recruitment, redeployment of staff where possible and exploring voluntary redundancy where appropriate will be continued. The County Council would ensure appropriate consultation with staff and trade unions about workforce implications at the appropriate time and in accordance with County Council policies and procedures.
51. Due to the fully integrated management of the Countryside Service any staffing reductions required would be shared between the Executive Member for Recreation and Heritage and the Executive Member for Countryside and Rural Affairs, subject to the outcome of the Service re-design proposal.

Consultation, Decision Making and Equality Impact Assessments

52. As part of its prudent financial strategy, the County Council has been planning since June 2018 how it might tackle the anticipated deficit in its budget by 2021/22. As part of the MTFs, which was last approved by the County Council in September 2018, initial assumptions have been made about inflation, pressures, council tax levels and the use of reserves. Total anticipated savings of £80m are required and savings targets were set for departments as part of the planning process for balancing the budget.
53. 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 Tt2021 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 2021/22.
54. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks from 5th June to the 17th July 2019. The consultation was widely promoted to stakeholders through a range of online and offline channels including: the County Council's website; local media and social media channels; the County Council's residents' e-newsletter *Your Hampshire*; direct mail contact to a wide range of groups and organisations across Hampshire; posters and adverts in County Council libraries, Country Parks, at Hillier Gardens and Calshot Activity Centre; in residential and day care settings, on electronic noticeboards in GP surgeries and healthcare settings. Information Packs and Response Forms were available in hard copy in standard and Easy Read, with other formats available on request. Comments could also be submitted via email, letter or as comments on social media.
55. The consultation sought residents' and stakeholders' views on several options that could contribute towards balancing the revenue budget, and any alternatives not yet considered – as well as the potential impact of these approaches. The consultation was clear that a range of options would be needed to meet the required £80m savings by 2021. For example, the Information Pack illustrated the amount of savings that would still be required even if Council Tax was increased by up to 10%.
56. The options were:
 - Reducing and changing services;
 - Introducing and increasing charges for some services;
 - Lobbying central government for legislative change;
 - Generating additional income;
 - Using the County Council's reserves;
 - Increasing Council Tax; and
 - Changing local government arrangements in Hampshire.
57. Information on each of the above approaches was provided in an Information Pack. This set out the limitations of each option, if taken in isolation, to achieving required savings. For example, supporting information explained that

the £80m estimated budget shortfall took into account an assumed increase in 'core' Council Tax of 4.99% in both 2020/21 and 2021/22. The Pack also explained that if central Government were to support changing local government arrangements in Hampshire, savings would still take several years to be realised. Residents were similarly made aware that the use of reserves would only provide a temporary fix, providing enough money to run services for around 27 days.

58. Therefore, whilst each option offers a valid way of contributing in-part to balancing the budget – plugging the estimated £80m gap in full will inevitably require a combination of approaches.
59. A total of 5,432 responses were received to the consultation – 4,501 via the Response Forms and 931 as unstructured responses through email, letter and social media.
60. The key findings from consultation feedback are as follows:
 - The majority of respondents (52%) agreed that the County Council should continue with its current **financial strategy**. This involves **targeting resources on the most vulnerable** people; **planning ahead** to secure savings early and enable investment in more efficient ways of working; and the **careful use of reserves** to help address funding gaps and plug additional demand pressures e.g. for social care.
 - Achieving the required savings is likely to require a multi-faceted approach. However, respondents would prefer that the County Council seeks to explore all other options before pursuing proposals to reduce and change services – in particular, opportunities to **generate additional income** and **lobby central Government for legislative change**.
 - Just over one in three respondents (37%) agreed with the principle of **reducing or changing services** - but the proportion who disagreed was slightly higher (45%)
 - Of all the options, this was respondents' **least preferred**.
 - Around half of respondents (**52%**) **agreed** with the principle of **introducing and increasing charges** to help cover the costs of running some local services, but over one-third (39%) felt that additional charges should not be applied.
 - Respondents were in favour of **lobbying central Government** to allow charging in some areas:
 - 66% agreed with charging for issuing Older Person's Bus Passes
 - 64% agreed with charging for Home to School Transport
 - 56% agreed with diverting income from speeding fines or driver awareness courses
 - However, in other areas, opinions were more mixed:
 - 42% agreed and 43% disagreed with recouping 25% of concessionary fares
 - most did not feel that it would be appropriate to lobby for charges relating to library membership (60% disagreement) or HWRCs (56% disagreement)

- Overall, lobbying for legislative change to enable charging was respondents' **second preferred option**
- Of all the options presented, generating **additional income** was the most **preferred option**. Suggestions included:
 - Improving the efficiency of council processes
 - Increasing fees or charges for services
 - Using council assets in different ways
 - Implementing new, or increasing existing, taxes
 - Lobbying central Government for more funding.
- Six out of ten respondents (61%) agreed with the position that **reserves should not be used** to plug the budget gap.
- Most respondents (55%) preferred the County Council to raise **Council Tax** by less than 4.99%. This compared to 34% of respondents whose first choice was to raise Council Tax by 4.99%. There was limited support for a rise in Council Tax above this level (14%).
- More than half of those who responded (**61%**) **agreed** that consideration should be given to **changing local government arrangements** in Hampshire.
- One in three (36%) respondents noted **potential impacts** on poverty (financial impacts), age (mainly older adults and children), disability and rurality.
- Staffing efficiencies were the most common focus of **additional suggestions** (31%).
- The 931 unstructured **other responses** to the consultation primarily focused on ways to reduce workforce costs (26% of comments), the impact of national politics on local government (8%), the need to reduce inefficiency (6%) and both support and opposition to Council Tax increases (7%).
- There were 238 free text responses that mentioned libraries at least once and, in some cases, several times. All of these the comments have been analysed and sent to the Executive Member for Recreation and Heritage as background to this report.

Proposals following consultation feedback

61. Executive Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals. As the consultation feedback confirms, a number of different approaches are likely to still be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:
- **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children
 - **using reserves carefully** to help meet one-off demand pressures

- **maximise income generation** opportunities;
 - **lobby central Government** for legislative change to enable charging for some services;
 - **minimise reductions and changes to local services** wherever possible, including by raising Council Tax by 4.99%;
 - consider further the opportunities for **changing local government arrangements** in Hampshire.
62. The proposals set out in Appendix 1 have, wherever possible, been developed in line with these principles.
63. Following the Executive Member Decision Days, all final savings proposals will go onto be considered by the Cabinet and the County Council in October and November – providing further opportunity for the overall options for balancing the budget to be considered as a whole and in view of the consultation findings. Further to ratification by Cabinet and the County Council, some proposals may be subject to further, more detailed consultation.
64. In addition to the consultation exercise, Equality Impact Assessments (EIAs) have been produced for all the savings proposals outlined in Appendix 1 and these have been provided for information in Appendix 2. These will be considered further and alongside a cumulative Equality Impact Assessment by Cabinet and Full Council. The cumulative assessment provides an opportunity to consider the multiple impacts across proposals as a whole and, therefore, identify any potential areas of multiple disadvantage where mitigating action(s) may be needed.
65. Together the Balancing the Budget consultation and Equality Impact Assessments have helped to shape the final proposals presented for approval in this report.
66. If the recommendations in this report are agreed, further county-wide consultation (Phase 2) will be undertaken on the proposals for changes to the Library Service. It is proposed that the consultation commence in November 2019, following Full Council. The outcomes of that consultation, with associated recommendations, will be reported to the Executive Member for Recreation and Heritage in June 2020.

Equalities Impact Assessments (EIAs)

67. EIAs have been completed for the savings proposed in this report and they are detailed in Appendix 2. Data has been analysed to provide a cumulative assessment showing:

The type and level of impact proposals could have (high/ med/ low negative, negative or positive);

Which of the 11 characteristics¹ could be impacted (age, disability, poverty, gender, rurality, pregnancy / maternity, race, gender reassignment, sexual orientation, marriage / civil partnership, religion or belief).

68. The chart below provides a summary of the anticipated impacts by characteristic. It shows that the key characteristics most likely to be negatively impacted are age and disability, but in all cases the impact is judged to be low. Poverty is the characteristic with the next highest number of negative impacts.

EIA	Age	Disability	Sexual orient'ion	Race	Religion / belief	Gender Reassign'	Gender	Marriage / civil ptn'ship	Preg & Mat	Poverty	Rurality
Countryside Service – Customer Impacts		L								L	
Countryside Service – Staff Impacts	L										
Hampshire Archives and Local Studies - Customer Impacts	L										
Hampshire Archives and Local Studies - Staff Impacts	L	L									
Library Service - Service User Impacts	L	L								L	L
Library Service - Staff Impacts	L	L					L		L	L	L

¹ The County Council assesses impacts against a broader group of characteristics than the nine protected characteristics contained within the Equality Act.

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>	<u>Date</u>
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>
Looking Ahead - Medium Term Financial Strategy https://democracy.hants.gov.uk/ielssueDetails.aspx?IId=10915&PlanId=0&Opt=3#A18687	Cabinet - 18 June 2018 County Council – 20 September 2018

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.)

<u>Document</u>	<u>Location</u>
None	

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

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

Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);

Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;

Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) and persons who do not share it.

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

The need to remove or minimise disadvantages suffered by persons sharing a relevant protected characteristic that are connected to that characteristic;

Take steps to meet the needs of persons sharing a relevant protected characteristic that are different from the needs of persons who do not share it;

Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

2. Equalities Impact Assessment:

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

Recreation and Heritage – Proposed Savings Options (Subject to consultation where appropriate)

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
CCBS01	Library Service income generation	There would be an impact on customers if some services are stopped, become chargeable or if the charges are increased.	95	355	355	0
CCBS01	Library Service – Operations – to reduce opening hours and review Community Libraries	There would be an impact on customers and library staff if opening hours are reduced or if libraries are closed.	125	1,105	1,105	40-50
CCBS01	Library Service – Asset Strategy – to potentially close or relocate libraries	There would be an impact on the Local Groups which run the Community Libraries and the customers who use them.				
CCBS01	Library Service – delivery of efficiencies including the digital resources budget and a rationalisation of the number of public computers in libraries	Some customers would need to learn to use alternative free-to-use online versions of current library digital packages. The impact of the rationalisation of computers is expected to be minimal as the intention is to remove only surplus capacity. A programme to introduce wi-fi printing will also offset any impact.	180	300	300	0
CCBS04	Countryside – Car Parking Strategy	There would be an impact on customers who use the areas of countryside affected by the charges.	20	90	90	0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
CCBS04	Countryside – Service Re-design	Countryside staff would be impacted by changes to service delivery		67	67	1 – 5 ⁽¹⁾
CCBS04	Countryside – Operational Efficiencies	There would be minimal impact on staff and customers as this is seeking efficiencies through digital solutions, amongst others, that should result in improved customer service and more effective working practices	20	38	38	0
CCBS05	Archives and Records – improved income and efficiencies	There would be a limited impact upon staff and customers linked to reductions in building opening hours, but improved customer service in terms of digital access	30	90	90	1 - 3
CCBS06	Arts and Museums Grants funding and grants to Energise Me and cultural and community organisations	The reduction in grant to the Hampshire Cultural Trust has been previously agreed as part of their funding agreement with the County Council. There would be little impact as a result of reducing grants to cultural and community organisations as the majority are no longer dependent on annual revenue funding from the County Council. Energise Me will have 18 months to plan for the grant reduction.	173	406	406	0
Totals			643	2,451	2,451	42 – 58 ⁽¹⁾
Reported to Executive Member for Countryside and Rural Affairs			20	131	131	
Reported to Executive Member for Policy and Resources			291	800	800	6 - 24

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21	2021/22	Full Year Impact	Estimated Staffing Impact FTE
			£'000	£'000	£'000	
	Total Culture, Communities and Business Services		954	3,382	3,382	48 - 82

⁽¹⁾ To maintain efficiency, the Countryside Service operates a fully integrated team and as a result a proportion of any staffing reductions required would be shared between the Executive Member for Recreation and Heritage and the Executive Member for Countryside and Rural Affairs. The figure quoted here relates to the full saving not just the share attributed to the Executive Member for Recreation and Heritage.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Countryside Service – Customer Impacts

T21 Opportunity Reference: T21 CCBS04

Name of the accountable Officer: Jo Heath

Email address of the accountable Officer: Jo.Heath@hants.gov.uk

Department:

Adults' Health and Children's Services
Care

Corporate
Services

Culture,
Communities and
Business Services

Economy,
Transport and
Environment

Date of assessment: 13/05/2019

Is this a detailed or an overview EIA?

Detailed

Overview

Description of service / policy and the proposed change

Describe the current service or policy, giving a brief description of the current services in scope and the user demographic:

The Service manages a small number of sites which include car parks that are currently free of charge. The priority for the Service is to manage these sites in line with our statutory responsibilities for the landscape, ecology & heritage features as well as visitor safety. The Service has a statutory responsibility to manage the Definitive Map & Statement for Rights of Way in Hampshire. This includes receiving & processing a range of legal functions relating to the Definitive Map including temporary closures, diversions and additions of Rights of Way. A range of charges are made to those wishing to apply for these changes including members of the public and organisations such as developers.

Geographical impact:

All Hampshire

Basingstoke & Deane

East Hampshire

Eastleigh

Fareham

Gosport

Hart

Havant

New Forest

Rushmoor

Test Valley

Winchester

Describe the proposed change, including how this may impact on service users or staff:

The current proposals that may impact on customers are:

To increase income by introducing car parking charges or asking for voluntary car parking contributions at countryside service sites where it is currently free to park.

To review charges currently made to applicants wishing to apply for a change to the Definitive Map & Statement for Rights of Way in Hampshire to ensure we are maximising income whilst remaining competitive. This is likely to result in increased charges.

Who does this impact assessment cover?

Service users

HCC staff (including partners)

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2019-2021) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

- Yes
 No
 No, but planned to take place

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

No specific consultation has been carried out on this proposal – however, the County Council’s Serving Hampshire Balancing the Budget consultation (2019-2021) will seek residents’ and stakeholders’ views on strategic options for funding the Authority’s budget gap. The outcome of this consultation will be presented to Cabinet in October 2019. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Consideration of impacts

Indicate whether the proposed change is expected to have a positive, neutral or negative (Low, Medium or High) impact on people who share the following characteristics.

For any characteristics with a positive, low negative, medium negative, or high negative impact, please describe this impact in the box provided.

For any characteristics with a medium negative, or high negative impact, please describe any mitigations in the box provided.

Statutory considerations

	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact: *Charging for blue badge holders will be included along with other parking charges in the service. A discounted annual membership rate for blue badge holders will also be introduced, where feasible.*
Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:

Mitigation:		Positive	Neutral	Low negative	Medium negative	High negative
Religion or belief		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:						
Mitigation:		Positive	Neutral	Low negative	Medium negative	High negative
Gender reassignment		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:						
Mitigation:		Positive	Neutral	Low negative	Medium negative	High negative
Gender		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:						
Mitigation:		Positive	Neutral	Low negative	Medium negative	High negative
Marriage or civil partnership		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:						
Mitigation:		Positive	Neutral	Low negative	Medium negative	High negative
Pregnancy and maternity		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:						
Other considerations						
Mitigation:		Positive	Neutral	Low negative	Medium negative	High negative
Poverty		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:		<i>Charges will be benchmarked against similar services run by other organisations to ensure good value for money. We will offer membership schemes which will be more affordable for regular users than paying daily charges and flexible rates, potentially including free periods, to limit the impact on customers.</i>				
Mitigation:						
Mitigation:		Positive	Neutral	Low negative	Medium negative	High negative
Rurality		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:						

If you have only identified neutral impacts, please state why:

Additional information

Click here for guidance on any other factors to consider.

Include any other brief information which you feel is pertinent to this assessment here:

(optional)

Further, more detailed EIAs will be undertaken at later dates when proposals are more fully developed.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Countryside Service – Staff Impacts*

T21 Opportunity Reference: *T21 CCBS04*

Name of the accountable Officer: *Jo Heath*

Email address of the accountable Officer: *Jo.Heath@hants.gov.uk*

Department:

Adults' Health and Children's Services
Care



Corporate
Services



Culture,
Communities and
Business Services



Economy,
Transport and
Environment



Date of assessment: *13/05/2019*

Is this a detailed or an overview EIA? *Detailed* *Overview*

Description of service / policy and the proposed change

Describe the current service or policy, giving a brief description of the current services in scope and the user demographic:

This EIA is assessing staff impact on the re-shaping of staff resources in the service, including the senior management team and redefining the operational teams, including a review of ranger roles, which will also seek to make operational efficiencies.

Geographical impact:

- | | | |
|---|----------------------------------|--------------------------------------|
| <input checked="" type="checkbox"/> All Hampshire | <input type="checkbox"/> Fareham | <input type="checkbox"/> New Forest |
| <input type="checkbox"/> Basingstoke & Deane | <input type="checkbox"/> Gosport | <input type="checkbox"/> Rushmoor |
| <input type="checkbox"/> East Hampshire | <input type="checkbox"/> Hart | <input type="checkbox"/> Test Valley |
| <input type="checkbox"/> Eastleigh | <input type="checkbox"/> Havant | <input type="checkbox"/> Winchester |

Describe the proposed change, including how this may impact on service users or staff:

The proposal is to review and re-shape the staffing resource to re-align more effectively with the future needs of the service, ensure consistency with roles and responsibilities and consider alternative way of delivering functions within the service, including opportunities to fund posts from external sources, without significantly reducing the service. Several options are currently being considered that would generate a saving for the Service.

While this may alter roles within the team it is not anticipated that it will significantly impact on staff numbers, currently the impact is estimated to affect 1-5 staff. This risk will be mitigated by managing through natural wastage where possible.

Who does this impact assessment cover?

- Service users HCC staff (including partners)

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2019-2021) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

- Yes
 No
 No, but planned to take place

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

No specific consultation has been carried out on this proposal – however, the County Council ran a major public consultation exercise over the Summer 2019 on a range of options for finding further budget savings including increasing Council Tax, using reserves and making changes to the way services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to the County Council's Cabinet in October 2019. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Consideration of impacts

Indicate whether the proposed change is expected to have a positive, neutral or negative (Low, Medium or High) impact on people who share the following characteristics.

For any characteristics with a positive, low negative, medium negative, or high negative impact, please describe this impact in the box provided.

For any characteristics with a medium negative, or high negative impact, please describe any mitigations in the box provided.

Statutory considerations					
	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>Depending on the proposal there is a risk it may impact on certain age groups more than others. This will be reviewed once the initial proposals have been developed.</i>				
Mitigation:					
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					

	Positive	Neutral	Low negative	Medium negative	High negative
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
Gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
Gender	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
Marriage or civil partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
Pregnancy and maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
Mitigation:

Other considerations

	Positive	Neutral	Low negative	Medium negative	High negative
Poverty	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
Rurality	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
Mitigation:

If you have only identified neutral impacts, please state why:

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Hampshire Archives and Local Studies - Customer Impacts*

T21 Opportunity Reference: *T21 CCBS05*

Name of the accountable Officer: *Tickle, John*

Email address of the accountable Officer: *Jane.Harris@hants.gov.uk*

Department:

Adults' Health and Children's Services
Care

Corporate
Services

Culture,
Communities and
Business Services

Economy,
Transport and
Environment

Date of assessment: *13/05/2019*

Is this a detailed or an overview EIA? *Detailed* *Overview*

Description of service / policy and the proposed change

Describe the current service or policy, giving a brief description of the current services in scope and the user demographic:

Hampshire's Archives and Local Studies service provides public access - both on site and remotely - to its archive holdings relating to the history of Hampshire and its people. Our customers include individuals and groups interested in our collections for a range of purposes including family history, local history, and for practical, professional and other evidential reasons.

Geographical impact:

- All Hampshire
- Basingstoke & Deane
- East Hampshire
- Eastleigh

- Fareham
- Gosport
- Hart
- Havant

- New Forest
- Rushmoor
- Test Valley
- Winchester

Describe the proposed change, including how this may impact on service users or staff:

To make savings or generate additional income in order to cover a budget reduction from 2021 onward. Savings made will include reducing staffing levels while additional income will be achieved through a range of measures including online pay-per-view access to popular archives, increased contributions from depositors, and provision of paid-for professional services to external organisations.

Who does this impact assessment cover?

- Service users
- HCC staff (including partners)

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2019-2021) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

- Yes
 No
 No, but planned to take place

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

No specific consultation has been carried out on this proposal – however, the County Council ran a major public consultation exercise over the Summer 2019 on a range of options for finding further budget savings including increasing Council Tax, using reserves and making changes to the way services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to the County Council's Cabinet in October 2019. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Consideration of impacts

Indicate whether the proposed change is expected to have a positive, neutral or negative (Low, Medium or High) impact on people who share the following characteristics.

For any characteristics with a positive, low negative, medium negative, or high negative impact, please describe this impact in the box provided.

For any characteristics with a medium negative, or high negative impact, please describe any mitigations in the box provided.

Statutory considerations

	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>Visitors over the age of 60 are very well represented in our customer base (56% in the last published Survey of Visitors undertaken in 2016). Access to our collections on site will remain free of charge. Our income-generating measures will extend the range of services we offer (e.g. consultancy, digitisation) and make a significant contribution towards sustaining the services for the benefit of our customers now and in the future. A key income strand will be derived from the online pay-per-view service. This will provide wider and easier access to popular records; charges will be likely to offset travel costs for customers. Savings may result in some reductions in aspects of the overall service, such as opening hours; however, digital access to collections will help mitigate this. The impact for this group is therefore assessed as low.</i>				
Mitigation:					
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					

	Positive	Neutral	Low negative	Medium negative	High negative
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Gender	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Marriage or civil partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Pregnancy and maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Other considerations					
Poverty	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Rurality	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
Mitigation:

If you have only identified neutral impacts, please state why:

Additional information

[Click here](#) for guidance on any other factors to consider.

Include any other brief information which you feel is pertinent to this assessment here:

(optional)

Further, more detailed EIAs will be undertaken at later dates when proposals are more fully developed.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Hampshire Archives and Local Studies - Staff Impacts*

T21 Opportunity Reference: *T21 CCBS05*

Name of the accountable Officer: *John Tickle*

Email address of the accountable Officer: *Jane.Harris@hants.gov.uk*

Department:

- | | | | |
|--|--------------------------|--|------------------------------------|
| Adults' Health and Children's Services
Care | Corporate Services | Culture, Communities and Business Services | Economy, Transport and Environment |
| <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

Date of assessment: *13/05/2019*

Is this a detailed or an overview EIA? *Detailed* *Overview*

Description of service / policy and the proposed change

Describe the current service or policy, giving a brief description of the current services in scope and the user demographic:

Hampshire's Archives and Local Studies service provides public access - both on site and remotely - to its archive holdings relating to the history of Hampshire and its people. Our customers include individuals and groups interested in our collections for a range of purposes including family history, local history, and for practical, professional and other evidential reasons.

Geographical impact:

- | | | |
|---|----------------------------------|--------------------------------------|
| <input checked="" type="checkbox"/> All Hampshire | <input type="checkbox"/> Fareham | <input type="checkbox"/> New Forest |
| <input type="checkbox"/> Basingstoke & Deane | <input type="checkbox"/> Gosport | <input type="checkbox"/> Rushmoor |
| <input type="checkbox"/> East Hampshire | <input type="checkbox"/> Hart | <input type="checkbox"/> Test Valley |
| <input type="checkbox"/> Eastleigh | <input type="checkbox"/> Havant | <input type="checkbox"/> Winchester |

Describe the proposed change, including how this may impact on service users or staff:

To make savings and generate additional income in order to cover a budget reduction from 2021 onward. Staff turnover will present an opportunity to generate savings. There will be a greater focus by staff on income-generating activities, requiring some re-prioritisation of work programmes.

Who does this impact assessment cover?

- Service users HCC staff (including partners)

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2019-2021) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

- Yes No No, but planned to take place

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

No specific consultation has been carried out on this proposal – however, the County Council ran a major public consultation exercise over the Summer 2019 on a range of options for finding further budget savings including increasing Council Tax, using reserves and making changes to the way services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to the County Council's Cabinet in October 2019. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Consideration of impacts

Indicate whether the proposed change is expected to have a positive, neutral or negative (Low, Medium or High) impact on people who share the following characteristics.

For any characteristics with a positive, low negative, medium negative, or high negative impact, please describe this impact in the box provided.

For any characteristics with a medium negative, or high negative impact, please describe any mitigations in the box provided.

Statutory considerations

	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact: *The proportion of staff in the older age brackets is relatively high (52.4% of the workforce is over the age of 50). The impact of the budget cuts are likely to be increased pressure on staff to deliver services, however the proposals include a greater emphasis on customer self-service (including online pay-per-view access to collections) and the review and reprioritisation of current work processes. Due to these other changes to mitigate the increased pressure, the overall impact on staff has been assessed as low.*

Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact: *The proportion of staff who have declared a disability is relatively high (4.8% of the workforce compared with 1.7% reported across the council). The impact of the budget cuts are likely to be increased pressure on staff to deliver services, however the proposals include a greater emphasis on customer self-service (including online pay-per-view access to collections) and the review and reprioritisation of current work processes. Due to these other changes to mitigate the increased pressure, the overall impact on staff has been assessed as low.*

Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
Gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
Gender	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
Marriage or civil partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
Pregnancy and maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
Other considerations					
Poverty	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
Rurality	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
Mitigation:

If you have only identified neutral impacts, please state why:

Additional information

Click here for guidance on any other factors to consider.

Include any other brief information which you feel is pertinent to this assessment here:

(optional)

Further, more detailed EIAs will be undertaken at later dates when proposals are more fully developed.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Library Service - Service User Impacts*

T21 Opportunity Reference: *T21 CCBS01*

Name of the accountable Officer: *Emma Noyce*

Email address of the accountable Officer: *ESTAJBR@hants.gov.uk*

Department:

Adults' Health and Children's Services Care	Corporate Services	Culture, Communities and Business Services	Economy, Transport and Environment
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Date of assessment: *13/05/2019*

Is this a detailed or an overview EIA? *Detailed* *Overview*

Description of service / policy and the proposed change

Describe the current service or policy, giving a brief description of the current services in scope and the user demographic:

The County Council's Library Service is one of the largest in the country with over 4.5 million visits and over 4 million book issues a year. In addition, over 700,000 ebooks and eaudiobooks are issued a year. The service has nearly 170,000 active Hampshire residents, using a range of services including: books and learning resources, digital resources and computers, events and activities.

Geographical impact:

- | | | |
|---|----------------------------------|--------------------------------------|
| <input checked="" type="checkbox"/> All Hampshire | <input type="checkbox"/> Fareham | <input type="checkbox"/> New Forest |
| <input type="checkbox"/> Basingstoke & Deane | <input type="checkbox"/> Gosport | <input type="checkbox"/> Rushmoor |
| <input type="checkbox"/> East Hampshire | <input type="checkbox"/> Hart | <input type="checkbox"/> Test Valley |
| <input type="checkbox"/> Eastleigh | <input type="checkbox"/> Havant | <input type="checkbox"/> Winchester |

Describe the proposed change, including how this may impact on service users or staff:

The Service is developing a new Strategy to 2025 to re-design the library provision to deliver a modern and sustainable service which meets the needs of local communities, supported by a reduced revenue budget. The first phase of the 2025 Strategy will deliver savings for Transformation to 2021. This may involve developing a more commercial approach by charging for some services and activities that are currently free and / or increasing charges for some existing services and renting out space to other organisations. There may also be a focus on cost reductions through reducing the opening hours at libraries, relocating or closing libraries and increasing the number of volunteers.

Who does this impact assessment cover?

- Service users HCC staff (including partners)

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2019-2021) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

- Yes
 No
 No, but planned to take place

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

No specific consultation has been carried out on this proposal – however, the County Council ran a major public consultation exercise over the Summer 2019 on a range of options for finding further budget savings including increasing Council Tax, using reserves and making changes to the way services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to the County Council's Cabinet in October 2019. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Consideration of impacts

Indicate whether the proposed change is expected to have a positive, neutral or negative (Low, Medium or High) impact on people who share the following characteristics.

For any characteristics with a positive, low negative, medium negative, or high negative impact, please describe this impact in the box provided.

For any characteristics with a medium negative, or high negative impact, please describe any mitigations in the box provided.

Statutory considerations

	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>Changes to the service to achieve Transformation to 2021 savings could impact disproportionately on age groups that use the library to a greater extent, including children and older people.</i>				
Mitigation:	<i>Changes to the current library service operating model and efforts to improve income generation will be underpinned by data and an understanding of future customer need. This will take into account the needs of specific demographic groups, including protected characteristics such as age.</i>				
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>Changes to the service to achieve Transformation to 2021 savings could impact disproportionately on residents with disabilities, as access to physical library services and information could be changed, through a review of the operating model and/or opening hours.</i>				
Mitigation:	<i>Changes to the current library service operating model will be underpinned by data and an understanding of future customer need. This will take into account the needs of specific demographic groups, including protected characteristics such as disability. There are also a range of digital services available to residents that can be accessed outside of a physical library building 24/7.</i>				
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					

	Positive	Neutral	Low negative	Medium negative	High negative
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
Gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
Gender	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
Marriage or civil partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
Pregnancy and maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					

Other considerations

	Positive	Neutral	Low negative	Medium negative	High negative
Poverty	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<p><i>Changes to the Library Service to achieve Transformation to 2021 savings could disproportionately impact on communities/individuals that reside in areas of multiple deprivation. According to the Indices of Multiple Deprivation, there are several areas of deprivation in Hampshire within which libraries are situated. Furthermore, efforts to increase income generation may also impact on this protected characteristic.</i></p>				

Mitigation: *Changes to the current libraries operating model and efforts to improve income generation will be underpinned by data and an understanding of future customer need. This will take into account the needs of residents in areas of multiple deprivation.*

	Positive	Neutral	Low negative	Medium negative	High negative
Rurality	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact: *Changes to the service to achieve Transformation to 2021 savings could disproportionately impact on communities/individuals that reside in rural communities. There are several Hampshire Libraries in rural locations.*

Mitigation: *Changes to the current libraries operating model and efforts to improve income generation will be underpinned by data and an understanding of future customer need. This will take into account the needs of residents in rural areas.*

If you have only identified neutral impacts, please state why:

Additional information

Click here for guidance on any other factors to consider.

Include any other brief information which you feel is pertinent to this assessment here:
(optional)

Further, more detailed EIAs will be undertaken at later dates when proposals are more fully developed.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Library Service - Staff Impacts*

T21 Opportunity Reference: *T21 CCBS01*

Name of the accountable Officer: *Emma Noyce*

Email address of the accountable Officer: *ESTAJBR@hants.gov.uk*

Department:

- | | | | |
|--|--------------------------|--|--|
| Adults' Health and Children's Services
Care | Corporate
Services | Culture,
Communities and
Business Services | Economy,
Transport and
Environment |
| <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

Date of assessment: *13/05/2019*

Is this a detailed or an overview EIA? *Detailed* *Overview*

Description of service / policy and the proposed change

Describe the current service or policy, giving a brief description of the current services in scope and the user demographic:

The County Council's Library Service is one of the largest in the country with over 4.5 million visits and over 4 million book issues a year. The Service employs 436 staff (260 full time equivalents). Within this figure, 33 staff (11.55 full time equivalents) are on a fixed term/temporary contract. This includes annualised hours staff, whereby the employees' working time is organised flexibly over a 12-month period, with the aim of dealing more effectively with fluctuations in workload.

Geographical impact:

- | | | |
|---|----------------------------------|--------------------------------------|
| <input checked="" type="checkbox"/> All Hampshire | <input type="checkbox"/> Fareham | <input type="checkbox"/> New Forest |
| <input type="checkbox"/> Basingstoke & Deane | <input type="checkbox"/> Gosport | <input type="checkbox"/> Rushmoor |
| <input type="checkbox"/> East Hampshire | <input type="checkbox"/> Hart | <input type="checkbox"/> Test Valley |
| <input type="checkbox"/> Eastleigh | <input type="checkbox"/> Havant | <input type="checkbox"/> Winchester |

Describe the proposed change, including how this may impact on service users or staff:

The Service is developing a new Strategy to 2025 to re-design the library provision to deliver a modern and sustainable service which meets the needs of local communities, supported by a reduced revenue budget. The first phase of the 2025 Strategy will deliver savings for Transformation to 2021. There may also be a focus on cost reductions through reducing the opening hours at libraries, relocating or closing libraries and increasing the number of volunteers. This may involve a reduction to staffing levels, in the region of 40-50 full time equivalent staff.

Who does this impact assessment cover?

- Service users HCC staff (including partners)

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2019-2021) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

- Yes
 No
 No, but planned to take place

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

No specific consultation has been carried out on this proposal – however, the County Council ran a major public consultation exercise over the Summer 2019 on a range of options for finding further budget savings including increasing Council Tax, using reserves and making changes to the way services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to the County Council’s Cabinet in October 2019. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Consideration of impacts

Indicate whether the proposed change is expected to have a positive, neutral or negative (Low, Medium or High) impact on people who share the following characteristics.

For any characteristics with a positive, low negative, medium negative, or high negative impact, please describe this impact in the box provided.

For any characteristics with a medium negative, or high negative impact, please describe any mitigations in the box provided.

Statutory considerations					
	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>It is envisaged that nearly all staff may be affected by the proposed changes, to varying degrees, with 40-50 full time equivalent staff reductions anticipated. When further detail for the proposals are known, more detailed impact assessments will be drawn up to assess the impact on protected characteristics.</i>				
Mitigation:					
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>It is envisaged that nearly all staff may be affected by the proposed changes, to varying degrees, with 40-50 full time equivalent staff reductions anticipated. When further detail for the proposals are known, more detailed impact assessments will be drawn up to assess the impact on protected characteristics.</i>				
Mitigation:					
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact: Mitigation:		Positive	Neutral	Low negative	Medium negative	High negative
Religion or belief		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:		Positive	Neutral	Low negative	Medium negative	High negative
Gender reassignment		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:		Positive	Neutral	Low negative	Medium negative	High negative
Gender		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>It is envisaged that nearly all staff may be affected by the proposed changes, to varying degrees, with 40-50 full time equivalent staff reductions anticipated. When further detail for the proposals are known, more detailed impact assessments will be drawn up to assess the impact on protected characteristics.</i>					
Mitigation:						
Impact: Mitigation:		Positive	Neutral	Low negative	Medium negative	High negative
Marriage or civil partnership		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:		Positive	Neutral	Low negative	Medium negative	High negative
Pregnancy and maternity		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>It is envisaged that nearly all staff may be affected by the proposed changes, to varying degrees, with 40-50 full time equivalent staff reductions anticipated. When further detail for the proposals are known, more detailed impact assessments will be drawn up to assess the impact on protected characteristics.</i>					
Mitigation:						
Other considerations						
Impact: Mitigation:		Positive	Neutral	Low negative	Medium negative	High negative
Poverty		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>It is envisaged that nearly all staff may be affected by the proposed changes, to varying degrees, with 40-50 full time equivalent staff reductions anticipated. When further detail for the proposals are known, more detailed impact assessments will be drawn up to assess the impact on protected characteristics.</i>					
Mitigation:						

	Positive	Neutral	Low negative	Medium negative	High negative
Rurality	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact: *A number of libraries are in rural locations across Hampshire. There is therefore potential that changes could impact on staff that reside in rural communities. It is envisaged that nearly all staff may be affected by the proposed changes, to varying degrees, with 40-50 full time equivalent staff reductions anticipated. When further detail for the proposals are known, more detailed impact assessments will be drawn up to assess the impact on protected characteristics.*

Mitigation:

If you have only identified neutral impacts, please state why:

Additional information

Click here for guidance on any other factors to consider.

Include any other brief information which you feel is pertinent to this assessment here:

(optional)

The Library Service as part of the Transformation to 2021 programme will continue to manage vacancies as they arise on a case-by-case basis to deliver savings through natural turnover of staff. In addition, fixed term contracts will be reviewed in 2020 and are unlikely to be renewed. Further, more detailed impact assessments will be undertaken at later dates when proposals are more fully developed.

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HAMPSHIRE COUNTY COUNCIL

Report

Committee:	Culture and Communities Select Committee
Date:	19 September 2019
Title:	Transformation to 2021 – Revenue Savings Proposals
Report From:	Director of Corporate Services – Corporate Resources and Director of Culture, Communities and Business Services

Contact name: John Tickle

Tel: 01962 846000

Email: john.tickle@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to outline the detailed savings proposals for Countryside and Rural Affairs services that have been developed as part of the Transformation to 2021 (Tt2021) Programme.
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.
3. The Executive Member for Countryside and Rural Affairs is requested to approve the detailed savings proposals for submission to Cabinet in October and then full County Council in November, recognising that there will be further public consultation for some proposals.

Recommendations

That the Culture and Communities Select Committee consider the detailed savings proposals and:

Either:

4. Support the recommendations being proposed to the Executive Member for Countryside and Rural Affairs in section 2 of the report.

Or:

5. Agree any alternative recommendations equivalent in value to the required Transformation to 2021 total, to the Executive Member for Countryside and Rural Affairs in regards to the budget proposals set out in the report.

6. Agree any feedback or comments relating to the Select Committee's recommendations for consideration by the Executive Member when making their decision

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Executive Member for Countryside and Rural Affairs
Date:	19 September 2019
Title:	Transformation to 2021 – Revenue Savings Proposals
Report From:	Director of Corporate Resources – Corporate Services and Director of Culture, Communities and Business Services

Contact name: John Tickle

Tel: 01962 846000

Email: john.tickle@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to outline the detailed savings proposals for Countryside and Rural Affairs that have been developed as part of the Transformation to 2021 (Tt2021) Programme.

Recommendation

2. That the Executive Member for Countryside and Rural Affairs approves the submission of the proposed savings options contained in this report and Appendix 1 to the Cabinet.

Executive Summary

3. The report outlines the detailed savings proposals for Countryside and Rural Affairs that have been developed as part of the Transformation to 2021 (Tt2021) Programme.
4. 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.
5. The Executive Member is requested to approve the detailed savings proposals for submission to Cabinet in October and then full County Council in November.

Contextual information

6. 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 (CSRs).

7. Whilst the County Council understands the wider economic imperative for closing the structural deficit, the prolonged period of tight financial control has led to significant reductions in government grant and the removal of funding that was historically provided to cover inflation, coupled with continued underfunding for demand pressures. At the same time the County Council has also had to respond to inflationary and growth driven increases in costs across all services, but in particular Adults' and Children's social care.
8. 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.
9. This strategy has enabled the County Council to cushion some of the most difficult implications of the financial changes which have affected the short term financial viability of some County Councils, with Surrey previously considering a referendum for a 15% council tax increase and the well publicised financial issues facing Northamptonshire whose Director of Finance issued a Section 114 notice in February 2018, imposing spending controls on the council.
10. This approach has also meant that savings have often been implemented in anticipation of immediate need providing 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.
11. Whilst this has been a key feature of previous cost reduction programmes it was recognised that the Transformation to 2021 (Tt2021) Programme, the fifth major cost reduction exercise for the County Council since 2010, would be even more challenging than any previous transformation and efficiency programme against the backdrop of a generally more challenging financial environment and burgeoning service demands.
12. Unsurprisingly, the Tt2021 Programme is building seamlessly on from the Transformation to 2019 (Tt2019) Programme, with projects and programmes of work set to go further and harder in a number of areas as the search for an additional £80m of savings (combining cost reduction and income generation) develops.
13. The Tt2021 work has been taken forward without any impacts for Tt2019 delivery with the Corporate Management Team (CMT) setting appropriate time aside for the Tt2021 planning process whilst maintaining a continued strong grip on Tt2019.
14. What is different to previous years however is the fact that the profile of delivery for the Tt2019 Programme is back loaded, with some changes not being delivered at all until well after 2019/20. Secured savings exceeded the £100m mark in the first quarter of 2019 which represented another major milestone for the Programme. However, this leaves £40m to deliver and as we

move ahead we know that the remaining savings areas will be the most difficult to secure.

15. Whilst sufficient resources have been set aside to cover this delayed implementation the need to commence the successor programme does therefore mean that there will be overlapping change programmes which is another significant difference. This does increase the overall risk in the budget going forward and there is clearly no room for complacency especially as implementation and delivery of Tt2021 will begin to run alongside the Tt2019 Programme and strong focus will be required to ensure simultaneous delivery of both.
16. Departments have looked closely at potential opportunities to achieve the required savings and unsurprisingly the exercise has been extremely challenging because savings of £480m have already been driven out over the past nine years, and the fact that the size of the target (a further 13% reduction in departmental cash limited budgets) 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 Tt2021 Programme target to be delivered.
17. The opportunity assessment and planning work has confirmed the sheer complexity and challenge behind some of the proposals, which means in a number of areas more than two years will be required to develop plans and implement the specific service changes.
18. The cashflow support required to manage the extended delivery timetable for the Tt2021 Programme will in the most part be met from departmental cost of change reserves but further funding of £32m to provide for necessary investment and the later delivery has already been factored into the requirements for the Grant Equalisation Reserve going forward. This provision will be considered as part of the updated Medium Term Financial Strategy (MTFS) that will be reported in October.
19. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks between 5 June – 17 July. The consultation was widely promoted to stakeholders and residents and asked for their views on ways the County Council could balance its budget in response to continuing pressures on local government funding, and still deliver core public services.
20. The consultation was clear that a range of options would be needed to deliver the required £80m of savings by 2021. Therefore, whilst each option offers a valid way of contributing in-part to balancing the budget – plugging the estimated £80m gap in full will inevitably require a combination of approaches. For example, the Information Pack illustrated the amount of savings that would still be required even if council tax was increased by up to 10%. It explained that the £80m estimated budget shortfall took into account an assumed increase in ‘core’ council tax of 4.99% in both 2020/21 and 2021/22. The Pack also explained that if central government were to support changing local government arrangements in Hampshire, savings would still take several years to be realised. Residents were similarly made aware that the use of reserves

would only provide a temporary fix, providing enough money to run services for around 27 days.

21. As the consultation feedback confirms, a number of different approaches are likely to still be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:
- **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children
 - **using reserves carefully** to help meet one-off demand pressures
 - **maximise income generation** opportunities;
 - **lobby central government** for legislative change to enable charging for some services;
 - **minimise reductions and changes to local services** wherever possible, including by raising council tax by 4.99%;
 - consider further the opportunities for **changing local government arrangements** in Hampshire.
22. Executive Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals for this report. Responses to the consultation will similarly help to inform the decision making by Cabinet and Full Council in October and November of 2019 on options for delivering a balanced budget up to 2021/22, which the Authority is required by law to do.
23. 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 Tt2021 Programme have helped to shape the final proposals presented for approval in this report.

Budget Update

24. Members will be aware that 2019/20 represented the final year of the current Spending Review period and that no indication has previously been provided by Government about the prospects for local government finance beyond this time. Although a further 4 year Spending Review had originally been planned for the summer of this year, this was impacted by Brexit and the national political situation.
25. In recent years, significant lobbying of the Government has been undertaken by Hampshire and the wider local government sector in order to ask them to address the financial pressures we are facing and to convince them to provide an early indication of the financial position beyond 2019/20 to aid medium term financial planning and to address the more immediate issue of budget setting for 2020/21. Whilst the news of a single year settlement was not welcome, it was not unexpected and was partly balanced by the promise of an early indication of the 'settlement' for local government.
26. The Spending Round announcement took place on 4 September and the key issues from a Hampshire perspective were :

- £2.5bn nationally for the continuation of existing one off grants across social care services (worth around £38.5m to Hampshire) most of which had already been assumed in the MTFS.
 - An extra £1bn for adults' and children's social care services, representing between £15m and £20m to Hampshire depending on the distribution methodology, which will be consulted upon.
 - Core council tax of 2% and the continuation of a 2% adult social care precept. This is below our assumptions in the MTFS and would lose the County Council around £12m of recurring income over the two years of the Tt2021 Programme.
 - Additional funding for schools, which includes extra funding for Special Educational Needs of £700m. If this was distributed on the same basis as previous additional grant, our share would be around £16.8m and would help to address the future growth in this area, but does not provide a solution to the cumulative deficit position schools will face at the end of 2019/20.
27. The content of the proposed settlement and the issues it addressed were pleasing to see as they mirrored the key issues that we have been consistently raising for some time directly with the Government and through our local MPs.
28. In overall terms, there is a net resource gain to the County council, albeit that is only for one year at this stage. However, the cost pressures we face, particularly in adults and children's social care services are significantly outstripping the forecasts that were included in the original Tt2021 planning figures.
29. Without the additional injection of funding, the County Council would have faced a revised deficit position well in excess of £100m by 2021/22, but the additional resources bring us back to a broadly neutral position.
30. More detail will be provided in the update of the MTFS and as part of the Member briefings that will take place as part of the Tt2021 decision making process.

Transformation to 2021 – Departmental Context

31. CCBS has taken a targeted approach to identifying its transformation opportunities, defining the strategic direction for services that looks beyond 2021.
32. CCBS' savings proposals have been defined against a challenging backdrop. The department currently delivers services that generate £115M of income annually. This income has to be maintained while savings are made and additional income is generated to meet the T21 targets. Services that are generating income to cover all or part of their costs need to work to tight margins and be highly efficient and effective.
33. Services such as the public rights of way network (including footpaths, bridleways and byways) are highly visible to Hampshire residents and have very significant user bases. Changes would be managed carefully and the

impacts mitigated as far as possible. However, the proposals for decision would have local impacts that cannot be avoided.

34. The department is continuing to develop and embed core commercial values to ensure maximum public value from all assets and services. There is also a programme of ongoing investment in key IT infrastructure and upskilling of staff in order to exploit new digital tools and platforms.
35. The overall savings target set for the Culture, Communities and Business Services Department is £3.382 million. The total T21 savings target for the Countryside Service is £300,000 of which £105,000 relates to Countryside and Rural Affairs services. The Countryside Service has identified three key opportunities to deliver these savings – development and delivery of a car parking strategy, service re-design, and operational efficiencies and income generation.
 - Car-parking strategy: A range of solutions are being considered for sites across the county (not Country Parks), including the expansion of Automatic Number Plate Recognition (ANPR) and delivery of car parking solutions for others.
 - Service re-design: The vision and service strategy beyond 2021 will include workforce changes to achieve more integrated service delivery, partnership working, improving staff utilisation and maximising digital solutions.
 - Operational efficiencies and income generation: proposals include benchmarking charges to maximise income; delivering projects for others or in partnership; a programme of operational efficiencies to maximise digital opportunities e.g. online payment solutions, vehicle rationalisation and sharing, with a focus on environmentally friendly options e.g. electric vehicles.
36. The car parking strategy sits entirely within the Executive Member for Recreation and Heritage portfolio area and therefore the entire saving, if approved, would be attributed in whole to that portfolio.
37. Implementation of the other two opportunities would have impacts across the whole of the Countryside Service and both the Executive Member for Recreation and Heritage and Executive Member Countryside and Rural Affairs portfolios would be equally affected. The savings from service re-design and operational efficiencies and income generation would be split equally across these two portfolios.
38. The Rural Affairs Development Fund directly supports delivery of the Rural Programme within CCBS through investment and support to activities which target issues identified in the County Council's Rural Priorities. The total fund value for 2019/20 is £200,000. A reduction in this fund proportionate to the overall percentage required from the CCBS department of 13% equates to £26,000 and it is proposed that the Rural Affairs Development Fund is reduced by that amount from April 2021.

Summary Financial Implications

39. The overall savings target that was set for Culture, Communities and Business Services was £3.382 million of which £131,000 relates to Countryside and Rural Affairs services. The detailed savings proposals that are being put forward to meet this target are contained in Appendix 1.
40. All savings could be delivered on time with £20,000 achieved early.

Workforce Implications

41. Appendix 1 also provides information on the estimated number of reductions in staffing as a result of implementing the proposals.
42. Of the 1 to 5 Full Time Equivalent (FTE) posts that may be affected, it is anticipated that savings in posts would be achieved as far as possible through vacancy management, natural turnover and ending of fixed term arrangements where appropriate. However, this may not be sufficient to achieve in full the overall level of reduction required.
43. The County Council's approach to managing down staff levels in a planned and sensitive way through the use of managed recruitment, redeployment of staff where possible and exploring voluntary redundancy where appropriate will be continued. The County Council will ensure appropriate consultation with staff and trade unions about workforce implications at the appropriate time and in accordance with County Council policies and procedures.
44. To maintain efficiency, the Countryside Service operates a fully integrated team and as a result a proportion of any staffing reductions required will be shared between the Executive Member for Countryside and Rural Affairs and the Executive Member for Recreation and Heritage.

Consultation, Decision Making and Equality Impact Assessments

45. As part of its prudent financial strategy, the County Council has been planning since June 2018 how it might tackle the anticipated deficit in its budget by 2021/22. As part of the MTFS, which was last approved by the County Council in September 2018, initial assumptions have been made about inflation, pressures, council tax levels and the use of reserves. Total anticipated savings of £80m are required and savings targets were set for departments as part of the planning process for balancing the budget.
46. 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 Tt2021 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 2021/22.
47. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks from 5 June to the 17 July 2019. The consultation was widely promoted to stakeholders through

a range of online and offline channels including: the County Council's website; local media and social media channels; the County Council's residents' e-newsletter *Your Hampshire*; direct mail contact to a wide range of groups and organisations across Hampshire; posters and adverts in County Council libraries, Country Parks, at Hillier Gardens and Calshot Activity Centre; in residential and day care settings, on electronic noticeboards in GP surgeries and healthcare settings. Information Packs and Response Forms were available in hard copy in standard and Easy Read, with other formats available on request. Comments could also be submitted via email, letter or as comments on social media.

48. The consultation sought residents' and stakeholders' views on several options that could contribute towards balancing the revenue budget, and any alternatives not yet considered – as well as the potential impact of these approaches. The consultation was clear that a range of options would be needed to meet the required £80m savings by 2021. For example, the Information Pack illustrated the amount of savings that would still be required even if council tax was increased by up to 10%.
49. The options were:
 - Reducing and changing services;
 - Introducing and increasing charges for some services;
 - Lobbying central government for legislative change;
 - Generating additional income;
 - Using the County Council's reserves;
 - Increasing council tax; and
 - Changing local government arrangements in Hampshire.
50. Information on each of the above approaches was provided in an Information Pack. This set out the limitations of each option, if taken in isolation, to achieving required savings. For example, supporting information explained that the £80m estimated budget shortfall took into account an assumed increase in 'core' council tax of 4.99% in both 2020/21 and 2021/22. The Pack also explained that if central government were to support changing local government arrangements in Hampshire, savings would still take several years to be realised. Residents were similarly made aware that the use of reserves would only provide a temporary fix, providing enough money to run services for around 27 days.
51. Therefore, whilst each option offers a valid way of contributing in-part to balancing the budget – plugging the estimated £80m gap in full will inevitably require a combination of approaches.
52. A total of 5,432 responses were received to the consultation – 4,501 via the Response Forms and 931 as unstructured responses through email, letter and social media.

53. The key findings from consultation feedback are as follows:

- The majority of respondents (52%) agreed that the County Council should continue with its current **financial strategy**. This involves **targeting resources on the most vulnerable** people; **planning ahead** to secure savings early and enable investment in more efficient ways of working; and the **careful use of reserves** to help address funding gaps and plug additional demand pressures e.g. for social care.
- Achieving the required savings is likely to require a multi-faceted approach. However, respondents would prefer that the County Council seeks to explore all other options before pursuing proposals to reduce and change services – in particular, opportunities to **generate additional income** and **lobby central government for legislative change**.
- Just over one in three respondents (37%) agreed with the principle of **reducing or changing services** - but the proportion who disagreed was slightly higher (45%) - Of all the options, this was respondents' **least preferred**.
- Around half of respondents (**52%**) **agreed** with the principle of **introducing and increasing charges** to help cover the costs of running some local services, but over one-third (39%) felt that additional charges should not be applied.
- Respondents were in favour of **lobbying central government** to allow charging in some areas:
 - 66% agreed with charging for issuing Older Person's Bus Passes.
 - 64% agreed with charging for Home to School Transport.
 - 56% agreed with diverting income from speeding fines or driver awareness courses.
- However, in other areas, opinions were more mixed:
 - 42% agreed and 43% disagreed with recouping 25% of concessionary fares.
 - most did not feel that it would be appropriate to lobby for charges relating to library membership (60% disagreement) or HWRCs (56% disagreement).
- Overall, lobbying for legislative change to enable charging was respondents' **second preferred option**.
- Of all the options presented, generating additional income was the **most preferred option**. Suggestions included:
 - Improving the efficiency of council processes.
 - Increasing fees or charges for services.
 - Using council assets in different ways.
 - Implementing new, or increasing existing, taxes.
 - Lobbying central Government for more funding.
- Six out of ten respondents (61%) agreed with the position that **reserves should not be used** to plug the budget gap.

- Most respondents (55%) preferred the County Council to raise **council tax** by less than 4.99%. This compared to 34% of respondents whose first choice was to raise council tax by 4.99%. There was limited support for a rise in council tax above this level (14%).
- More than half of those who responded (**61%**) **agreed** that consideration should be given to **changing local government arrangements in Hampshire**.
- One in three (36%) respondents noted **potential impacts** on poverty (financial impacts), age (mainly older adults and children), disability and rurality.
- Staffing efficiencies were the most common focus of **additional suggestions** (31%).
- The 931 unstructured other responses to the consultation primarily focused on ways to reduce workforce costs (26% of comments), the impact of national politics on local government (8%), the need to reduce inefficiency (6%) and both support and opposition to council tax increases (7%).

Proposals following consultation feedback

54. Executive Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals. As the consultation feedback confirms, a number of different approaches are likely to still be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:
- **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children
 - **using reserves carefully** to help meet one-off demand pressures
 - **maximise income generation** opportunities;
 - **lobby central government** for legislative change to enable charging for some services;
 - **minimise reductions and changes to local services** wherever possible, including by raising council tax by 4.99%;
 - consider further the opportunities for **changing local government arrangements** in Hampshire.
55. The proposals set out in Appendix 1 have, wherever possible, been developed in line with these principles.
56. Following the Executive Member Decision Days, all final savings proposals will go on to be considered by the Cabinet and Full Council in October and November – providing further opportunity for the overall options for balancing the budget to be considered as a whole and in view of the consultation findings. Further to ratification by Cabinet and Full Council, some proposals may be subject to further, more detailed consultation.

57. In addition to the consultation exercise, Equality Impact Assessments 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 will be considered further and alongside a cumulative EIA by Cabinet and Full Council. The cumulative assessment provides an opportunity to consider the multiple impacts across proposals as a whole and, therefore, identify any potential areas of multiple disadvantage where mitigating action(s) may be needed.
58. Together the *Balancing the Budget* consultation and Equality Impact Assessments have helped to shape the final proposals presented for approval in this report.

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>	<u>Date</u>
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>
Looking Ahead - Medium Term Financial Strategy https://democracy.hants.gov.uk/ielssueDetails.aspx?IId=10915&PlanId=0&Opt=3#AI8687	Cabinet - 18 June 2018 County Council – 20 September 2018

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.)

<u>Document</u>	<u>Location</u>
None	

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

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

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

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

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

2. Equalities Impact Assessment:

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

Countryside and Rural Affairs – Proposed Savings Options (Subject to consultation where appropriate)

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
CCBS04	Countryside – Service Redesign	Countryside staff would be impacted by changes to service delivery.		68	68	1 - 5
CCBS04	Countryside Service – Operational Efficiencies	There will be minimal impact on staff and customers as this is seeking efficiencies through digital solutions, amongst others, that should result in improved customer service and more effective working practices.	20	37	37	0
CCBS06	Rural grant funding reduction	Less funding would be available to support future investment in activities targeting issues identified in the County Council's rural priorities.	0	26	26	0
Totals			20	131	131	1 – 5 ⁽¹⁾
Reported to Executive Member for Recreation and Heritage			643	2,451	2,451	42 – 58
Reported to Executive Member for Policy and Resources			291	800	800	6 - 24
Total Culture, Communities and Business Services			954	3,382	3,382	48 - 82

(1) To maintain efficiency, the Countryside Service operates a fully integrated team and as a result a proportion of any staffing reductions required will be shared between the Executive Member for Countryside and Rural Affairs and the Executive Member for Recreation and Heritage. The figure quoted here relates to the full saving not just the share attributed to the Executive Member for Countryside and Rural Affairs

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Countryside Service – Customer Impacts

T21 Opportunity Reference: T21 CCBS04

Name of the accountable Officer: Jo Heath

Email address of the accountable Officer: Jo.Heath@hants.gov.uk

Department:

Adults' Health and Children's Services
Care

Corporate
Services

Corporate
Services

Culture,
Communities and
Business Services

Economy,
Transport and
Environment

Date of assessment: 13/05/2019

Is this a detailed or an overview EIA?

Detailed

Overview

Description of service / policy and the proposed change

Describe the current service or policy, giving a brief description of the current services in scope and the user demographic:

The Service manages a small number of sites which include car parks that are currently free of charge. The priority for the Service is to manage these sites in line with our statutory responsibilities for the landscape, ecology & heritage features as well as visitor safety. The Service has a statutory responsibility to manage the Definitive Map & Statement for Rights of Way in Hampshire. This includes receiving & processing a range of legal functions relating to the Definitive Map including temporary closures, diversions and additions of Rights of Way. A range of charges are made to those wishing to apply for these changes including members of the public and organisations such as developers.

Geographical impact:

- | | | |
|---|----------------------------------|--------------------------------------|
| <input checked="" type="checkbox"/> All Hampshire | <input type="checkbox"/> Fareham | <input type="checkbox"/> New Forest |
| <input type="checkbox"/> Basingstoke & Deane | <input type="checkbox"/> Gosport | <input type="checkbox"/> Rushmoor |
| <input type="checkbox"/> East Hampshire | <input type="checkbox"/> Hart | <input type="checkbox"/> Test Valley |
| <input type="checkbox"/> Eastleigh | <input type="checkbox"/> Havant | <input type="checkbox"/> Winchester |

Describe the proposed change, including how this may impact on service users or staff:

*The current proposals that may impact on customers are:
To increase income by introducing car parking charges or asking for voluntary car parking contributions at countryside service sites where it is currently free to park.
To review charges currently made to applicants wishing to apply for a change to the Definitive Map & Statement for Rights of Way in Hampshire to ensure we are maximising income whilst remaining competitive. This is likely to result in increased charges.*

Who does this impact assessment cover?

- Service users
- HCC staff (including partners)

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2019-2021) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

- Yes
 No
 No, but planned to take place

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

No specific consultation has been carried out on this proposal – however, the County Council's Serving Hampshire Balancing the Budget consultation (2019-2021) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. The outcome of this consultation will be presented to Cabinet in October 2019. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Consideration of impacts

Indicate whether the proposed change is expected to have a positive, neutral or negative (Low, Medium or High) impact on people who share the following characteristics.

For any characteristics with a positive, low negative, medium negative, or high negative impact, please describe this impact in the box provided.

For any characteristics with a medium negative, or high negative impact, please describe any mitigations in the box provided.

Statutory considerations					
	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>Charging for blue badge holders will be included along with other parking charges in the service. A discounted annual membership rate for blue badge holders will also be introduced, where feasible.</i>				
Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					

	Positive	Neutral	Low negative	Medium negative	High negative
Mitigation:					
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Gender	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Marriage or civil partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Pregnancy and maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Other considerations					
Poverty	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>Charges will be benchmarked against similar services run by other organisations to ensure good value for money. We will offer membership schemes which will be more affordable for regular users than paying daily charges and flexible rates, potentially including free periods, to limit the impact on customers.</i>				
Mitigation:					
Rurality	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					

If you have only identified neutral impacts, please state why:

Additional information

[Click here](#) for guidance on any other factors to consider.

Include any other brief information which you feel is pertinent to this assessment here:
(optional)

Further, more detailed EIAs will be undertaken at later dates when proposals are more fully developed.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Countryside Service – Staff Impacts*

T21 Opportunity Reference: *T21 CCBS04*

Name of the accountable Officer: *Jo Heath*

Email address of the accountable Officer: *Jo.Heath@hants.gov.uk*

Department:

Adults' Health and Children's Services
Care



Corporate
Services



Culture,
Communities and
Business Services



Economy,
Transport and
Environment



Date of assessment: *13/05/2019*

Is this a detailed or an overview EIA? *Detailed* *Overview*

Description of service / policy and the proposed change

Describe the current service or policy, giving a brief description of the current services in scope and the user demographic:

This EIA is assessing staff impact on the re-shaping of staff resources in the service, including the senior management team and redefining the operational teams, including a review of ranger roles, which will also seek to make operational efficiencies.

Geographical impact:

- | | | |
|---|----------------------------------|--------------------------------------|
| <input checked="" type="checkbox"/> All Hampshire | <input type="checkbox"/> Fareham | <input type="checkbox"/> New Forest |
| <input type="checkbox"/> Basingstoke & Deane | <input type="checkbox"/> Gosport | <input type="checkbox"/> Rushmoor |
| <input type="checkbox"/> East Hampshire | <input type="checkbox"/> Hart | <input type="checkbox"/> Test Valley |
| <input type="checkbox"/> Eastleigh | <input type="checkbox"/> Havant | <input type="checkbox"/> Winchester |

Describe the proposed change, including how this may impact on service users or staff:

The proposal is to review and re-shape the staffing resource to re-align more effectively with the future needs of the service, ensure consistency with roles and responsibilities and consider alternative way of delivering functions within the service, including opportunities to fund posts from external sources, without significantly reducing the service. Several options are currently being considered that would generate a saving for the Service. While this may alter roles within the team it is not anticipated that it will significantly impact on staff numbers, currently the impact is estimated to affect 1-5 staff. This risk will be mitigated by managing through natural wastage where possible.

Who does this impact assessment cover?

- Service users HCC staff (including partners)

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2019-2021) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

- Yes
 No
 No, but planned to take place

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

No specific consultation has been carried out on this proposal – however, the County Council ran a major public consultation exercise over the Summer 2019 on a range of options for finding further budget savings including increasing Council Tax, using reserves and making changes to the way services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to the County Council's Cabinet in October 2019. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Consideration of impacts

Indicate whether the proposed change is expected to have a positive, neutral or negative (Low, Medium or High) impact on people who share the following characteristics.

For any characteristics with a positive, low negative, medium negative, or high negative impact, please describe this impact in the box provided.

For any characteristics with a medium negative, or high negative impact, please describe any mitigations in the box provided.

Statutory considerations					
	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>Depending on the proposal there is a risk it may impact on certain age groups more than others. This will be reviewed once the initial proposals have been developed.</i>				
Mitigation:					
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					

	Positive	Neutral	Low negative	Medium negative	High negative
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
Gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
Gender	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
Marriage or civil partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
Pregnancy and maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
Mitigation:

Other considerations

	Positive	Neutral	Low negative	Medium negative	High negative
Poverty	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
Rurality	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
Mitigation:

If you have only identified neutral impacts, please state why:

Additional information

[Click here](#) for guidance on any other factors to consider.

Include any other brief information which you feel is pertinent to this assessment here:

(optional)

Further, more detailed EIAs will be undertaken at later dates when proposals are more fully developed.

HAMPSHIRE COUNTY COUNCIL

Report

Committee/Panel:	Culture and Communities Select Committee
Date:	19 September 2019
Title:	Update on Library Strategy 2016–2020 and Draft Strategy 2020–2025
Report From:	Director of Culture, Communities and Business Services

Contact name: Nicola Horsey

Tel: 01962 845423

Email: nicola.horsey@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to update the Culture and Communities Select Committee on the progress made on delivering the existing Library Strategy and to seek endorsement for the draft new Strategy.

Recommendations

2. That the Culture and Communities recommends that the Executive Member for Recreation and Heritage;
 - i) Notes the progress made with the Library Strategy 2016–2020
 - ii) Endorses the progress made on the new draft Strategy 2020–2025.

Executive Summary

3. This report sets out the progress made on delivering the existing Library Strategy and seeks endorsement from the Executive Member for Recreation and Heritage for the draft new Strategy 2020–2025.

Current Library Strategy 2016 - 2020

4. The current Library Strategy was approved on 18 April 2016 ([Library Service Transformation Strategy to 2020](#)) and the Library Service is currently in the fourth year of this Strategy. The majority of actions contained within the Strategy are either complete or in delivery and significant progress has also been made to modernise and transform the Service since 2016.
5. Further details on the progress made with the current Strategy are summarised in Appendix 1.

New Draft Strategy 2020 – 2025

5. On 3 September 2018, the Culture and Communities Select Committee set up a Library Task and Finish Group to work with officers to develop a new Library Strategy 2020 – 2025. Within this period, further significant budget reductions are anticipated, and this will require the County Council to think creatively about what library customers will want from the Library Service in the future. Under the Chairmanship of Councillor Mrs McNair Scott, the Task and Finish Group has met five times, four of which have been in different libraries around Hampshire.
6. The last meeting of the Task and Finish Group was on 26 June at Aldershot Library where the main focus of the meeting was on the emerging draft Strategy 2020–2025. The work to date is attached as a presentation in Appendix 2 and this will be presented to the Culture and Communities Select Committee at its meeting on the 19 September.
7. It is proposed that the draft Strategy 2020–2025 will form the basis of the Phase II public consultation which, it is anticipated, will start later in 2019, after Full Council on 7 November.

REQUIRED CORPORATE AND 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>	<u>Date</u>
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>

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

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

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

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

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

2. Equalities Impact Assessment:

For the Equalities Impact Assessment for the 2021 Transformation Proposals, please refer to the EIA attached to the accompanying T21 Savings Proposals Report to the Executive Member for Recreation and Heritage. Additional EIAs for the future Strategy to 2025 will be developed, as necessary, going forward.

Progress made on the Library Strategy 2020 since it was published in April 2016.

1. Progress against the Key Strategy Proposals

1.1 The Strategy committed the Library Service to a number of key changes (summarised on page 4 of the Strategy):

1.2 *Place libraries into four different tiers to provide a standardised approach to service*

This has been completed. Libraries have been placed in four Tiers, with Tier 1 being the largest busiest libraries, Tier 3 the smallest libraries and Tier 4 libraries managed by the community with support from the County Council.

1.3 *Invest £500,000 every year for four years from the £2 million Book Fund to make our libraries modern and vibrant, making the best use of new technology and digital systems*

A comprehensive programme of library refurbishments has been completed in the first two years in Fleet, Fareham, Totton, Andover and Gosport (Gosport being funded through alternative sources). The third year of investment (2018/19) has delivered a broader package of smaller refurbishment/improvement schemes in a further 14 libraries.

In addition, an ambitious scheme to refresh all existing self-service technology and extend this to all libraries will be complete by October 2019. This technology enables customers to issue or return books and pay using cashless payment facilities, freeing up staff for other duties.

1.4 *Review the future viability of static libraries, using an agreed set of criteria*

A comprehensive Asset Strategy is currently being developed with colleagues in Property Services which will inform future decisions about library buildings.

1.5 *Increase the use of trained volunteers to support the work of paid Library staff*

A Volunteer Strategy has been developed and a full suite of guidance and support is now available for the recruitment and deployment of volunteers across the service, including an induction and training package. This has all led to an increase in volunteer hours from 40,670 in 2016/17 to 55,000 in 2018/19.

1.6 *Develop our library staff in line with our transformation priorities*

A significant programme of investment in leadership and change management skills has been successfully delivered for all Library Managers.

In the autumn of 2017 a wide scale staff consultation was launched which led to frontline staff being transitioned onto a new Role Profile in 2018, with amended Terms and Conditions, to create a modern, flexible workforce reflecting the skills needed from Library staff in the future.

1.7 *Share library buildings with partner organisations for several services to be accessed in one visit*

The Library Service has always worked well with partner organisations and is enjoying increasing success in developing strategic partnerships which deliver mutual benefits. Key successes include:

- Working with Public Health – libraries have developed closer working relationships with health providers which has led to Child Health Clinics being

delivered in 18 libraries. This attracts a new audience into libraries (including those who may not have been confident to walk through the doors otherwise) and new parents can make the most of resources available (such as use of public computers to write CVs, or attendance at Rhymetime to encourage child literacy skills). New groups have sprung up following the introduction of Child Health Clinics (such as breastfeeding groups or healthy eating support).

- Citizens Advice is a natural fit with Libraries, with both organisations regarded as trusted sources of information and support. Currently 10 Hampshire Libraries host Citizens Advice services through different operating models and more are planned.
- Adults Services have also been a long term partner of Libraries, with Parkside (Aldershot & District Learning Disability) hosted in Farnborough and Learning Disability services in Winchester.

The Library Service has also enjoyed new partnerships with the Police, Ministry of Justice and a range of other local groups. As well as the obvious benefits to customers, partnerships are run on a business-like footing – bringing in income through the leasing agreements and making more efficient use of under utilised space. This has led to an increase in income from letting of £65,000 in the past 12 months from £270,452 in 2017/18 to £334,000 in 2018/19.

1.8 *Phased withdrawal of poorly used library collections*

The Library Service constantly reviews its offer to ensure it is investing in the resources that customers need. Audio Books in cassette formats, Language Packs, computer games, CD and DVD collections, which have declined in popularity, are gradually being phased out. The titles of physical magazines have been reviewed to retain the most popular titles. New technology is enabling more informed decisions to be made about stock purchases, ensuring stock is working as hard as possible and reflecting the interests and demands of library customers.

- 1.9 Annually the Library Service reviews eResources to assess customer usage and value for money and under used eResources are cancelled when their annual subscription ends.

2. **Strategic Aims**

- 2.1 The Library Strategy 2020 also identified five Strategic Aims which were derived from the 'National Universal Offer'. This is the framework recommended by Libraries Connected for all public library services to ensure they remain relevant and accessible¹. In essence, the five offers represent the core services which customers and stakeholders see as being integral to a 21st century Library Service. Hampshire County Council's strategic aims incorporate the key principles of each offer, but has particularly focused on three; Reading, Digital and Health and Wellbeing.

2.2 *Reading*

Reading and literacy is at the very core of the Library Service's offer. All of Hampshire's libraries run a programme of events and activities ranging from Baby Rhymetime to author talks and reading groups. In addition, there are a number of targeted offers:

- Parents are now able to enrol their children as library members at birth through partnership with Hampshire Registration Service. Since the introduction of this in 2017 over 2000 babies have been signed up as members of the Library Service.

¹ <https://www.librariesconnected.org.uk/page/universal-offers>

- Bookstart is run by the reading charity BookTrust. It provides free resources to pre-school children at key points in their development and the Library Service co-ordinates the distribution of these packs. Since the Strategy was published the cost of delivering this service has been significantly reduced.
- The Summer Reading Challenge is a national scheme run by the Reading Agency aimed at encouraging reading in children between the ages of 4 and 11. In 2018, over 25,000 children participated in the challenge, the highest number across the South East region. Early indications show that there are even more children engaged with the challenge in 2019. This is largely thanks to the commitment of all Library staff and volunteers who have engaged so well with this challenge.

2.3 *Digital*

As new technologies emerge, needs change and library customers are increasingly encouraged to engage with all sorts of different services through digital channels. The role of Hampshire's Libraries in supporting and enabling this digital engagement becomes ever more vital. Key projects have taken place to modernise the offer including:

- In 2016 the Library Service ran a digital campaign designed to increase the number of emagazine downloads and ebook issues. This resulted in an increase in emagazine downloads of 162% a week over the seven weeks of the campaign and winning 'Digital Campaign of the year' at the 2017 UK Public Sector Communication Awards. A new ebook supplier was appointed following a procurement exercise and the Service was relaunched with additional investment in the adult and in children's collections with an increase of 30,000 issues in 2018/19 compared to the previous year.
- Arts Council England awarded a grant of £238,000 to establish DOTS, an innovative iPad lending scheme to members of the community at risk of social and digital isolation. This scheme included both the lending of iPads and training in their use. Of the 500+ people who took part in the pilot scheme, 94% felt that the project had helped to improve their digital confidence.
- Volunteers are now offering digital support to customers. Partnerships have been established and training for those offering digital support to customers has been developed. An example of this is the work which has taken place with Vivid Homes in the north of Hampshire where volunteers provide 1:1 drop in sessions to support customers with digital skills.
- Code Clubs are now operating successfully in 15 libraries, providing coding skills delivered by volunteer tutors to children between 9 and 13. Over 2000 children a year take part in these clubs which is improving digital literacy skills and supporting the national curriculum targets.
- As part of the refurbishment of Fleet and Fareham Libraries, spaces have been equipped with a range of new digital technologies such as 3D printing and robotics.
- Hampshire Library Service has become a national leader in engaging with customers through social media, with a growing audience on its main Facebook and Twitter accounts. These showcase what Libraries offer, publicise awareness days and advertise Library events and activities.

2.4 *Health and Wellbeing*

An ambitious Health and Wellbeing Strategy has been developed, in close consultation with colleagues from both Adults and Children's Services and Public

Health. This strategy recognises the key role that libraries play in supporting the health and wellbeing of communities and focuses on working with current partners to support early intervention and signposting to the public. Key successes include:

- The development of new health clinics in 18 libraries which has resulted in over 20,000 additional visitors per year coming into libraries.
- 172 Library staff completed the 'Making Every Contact Count' training and accreditation, providing them with the skills and techniques to conduct health and wellbeing conversations with potentially vulnerable customers.

Library Service Transformation

Strategy to 2020

Approved 18 April 2016



Building a Vision for Hampshire's Libraries

Process

1 Insight Customer research

- Engaging with Hampshire residents and library members to gather first-hand insight and opinion on current and future library services
- Building a fact base of societal themes and consumer trends and the associated implications for libraries

2 FutureScape Setting the future context

- Worked collaboratively with a cross-departmental Hampshire County Council team
- Developed a consensus of the future context in which HCC libraries services will have to operate and succeed, and the implications

3 Strategy Develop the strategy

- Defined the Library service's mission and strategy based on the context and implications identified in phase 2
- Identified key stakeholder groups and business processes, associated goals and initiatives

Draft Vision

Our vision

Thriving libraries inspiring a love of reading and supporting strong, digitally skilled communities.

READING



Actively engaging people through books and reading. Focusing on early-stage learning to cultivate reading for pleasure and a passion for life-long learning

COMMUNITY



Using our assets within the community to provide the information and deliver the skills people need to support themselves and each other.

DIGITAL



Targeting digital inequality and providing skills, training and resources to access a range of online services.



Mission



Our Mission
Create a modern, relevant and sustainable library service, valued by our communities.
Support the aims of Hampshire County Council through delivering our vision and targeting services to those most in need.

- Actively targeting literacy, focusing on the early-years, promoting the benefits of reading and life long learning
- Broadening and deepening the reach of public services in Hampshire through different delivery models
- Collaborating with other services and organisations to enhance our offer
- Continuing to develop an empowered and appropriately skilled workforce
- Making best use of our assets
- Diversifying and increasing our income streams



Strategy (Business Plan)

One-page strategy

Strategy We will achieve our mission by; broadening the customer groups we serve and the services we offer, developing an empowered and appropriate workforce, better realising the value in our assets, developing strong partnerships and diversifying our income streams to secure the future of our service		Customers	Workforce	Council	Community Sponsors Funders	External partners	DCMS
		Ensure Hants residents and visitors know what our libraries offer. Increase knowledge and participation	People work in libraries to support their community in the three core ambitions and inspire library use	Libraries First – a productive, flexible use asset to be proud of as a place to see	Have a mutual respect for the HCC mission and are proud to play their part	Inspired by Libraries vision, our community support and sign-posting to services	Recognised HCC for delivering excellent libraries – HCC part of the national conversation
Business processes	Communications and engagement Enable our staff and stakeholders to help shape our future. Promote 'Libraries First' & the three core ambitions.						
	Workforce change Deliver a new affordable operating model and a culture which enables us to achieve our mission and strategy						
	Buildings management Maximise utilisation of safe, effective and inspiring locations for different customer / client needs						
	Stock management Provide relevant and targeted stock to meet the needs of our customers; managed efficiently						
	Digital infrastructure Provide the right digital platforms to deliver an efficient service, focused on the strategic priorities						
	Strategic partnerships Broaden the reach and impact of public services within Hampshire through collaborative partnerships						
	Service offer Review what we do and how we deliver it to ensure the offer reflects strategic priorities, statute and commercial requirements						
	Performance management Collect and use data to make decisions, evidence impact and improve services						
	Financial management Develop a robust financial plan and a commercial culture to increase income and deliver the service at a reduced revenue budget						

T21 Projects



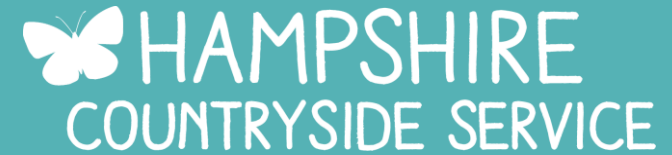
Next Steps



- Further staff and Member engagement
- Public (and stakeholder) consultation
- Strategy development (integration with T21 and Service Business Plan)



Sponsorship and Partnerships



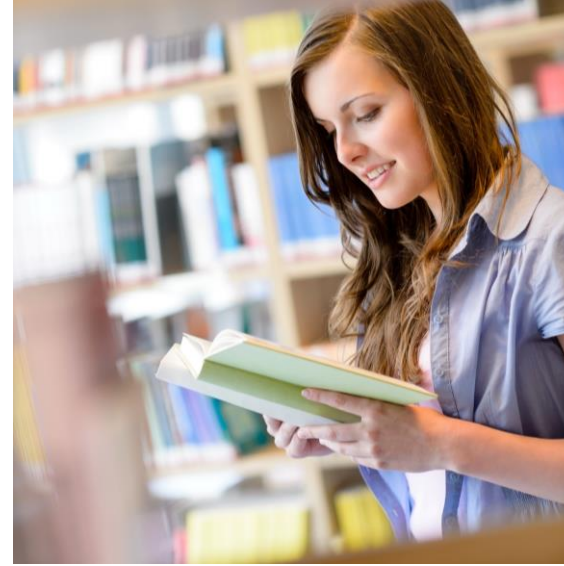


Objectives for CCBS

- Explore new business opportunities and generate income through:
 - New sponsors and corporate partners
 - Increase visitor footfalls
 - Memberships
 - Events
 - Secondary spend
- Take a more coordinated and professional approach to reach large scale opportunities
- Provide a dedicated resource to support and build commercial skills at a local level

Sales Strategies

- Offer highly effective and competitively priced opportunities – robust sales models
- Build an attractive offer through customer targeted campaigns and editorial links
- Page 95 Ensure we work with the correct partners reinforcing HCC's key messages pitched in line with our **ethos and priorities**
- Reinforcing key messages: i.e. **health and wellbeing, outdoors and recreation, education, climate and the environment**
- Ensure effective delivery to build long-term relationships





Sponsorable Assets

- Sporting Activities
- Walking, cycling trails
- Canine Offering
- Nature trails
- Reading Challenges
- Children's Zones/classrooms
- Memberships, Newsletters
- Product Placements
- Activations: sampling, demonstrations, pop ups, drop ins
- Advertising and Signage
- Visibility through displays, staff uniform, equipment's
- Retail opportunities
- Library Card Campaign
- Online platform users
- Hampshire Book Awards
- School Residential Trips
- Electric Car Points
- Food and Drink
- Events

Corporate and Commercial Offering

1. Large Scale Partnerships:

love your library



Corporate Prospects include:

- Hotels
- Legal Firms
- Travel Agents
- Estate Agents
- Local supermarkets
- Insurance

Commercial Prospects include:

- Baby Brands
- Food and Drink brands
- Technology
- Pharmacy /Opticians
- Retailers



2. Local level strategy:

- Advertisement posters/screens
- Editorial links/messages
- What's On Guide sponsorship & adverts
- Drop ins/consultancies/tables
- Exhibition spaces



Product Placements/PR Events



Media Partnerships and Sponsorships



Royal Victoria Country Park & The Friends of Hamble School present

FIREWORKS SPECTACULAR AT ROYAL VIC!

Sat 2 Nov

ROYAL VICTORIA Country Park

Hosted by Wave 105's Tony Shepherd!

Gates open at 6pm, Fireworks at 7.30pm

Advance tickets only*
Adult £6, Child £4

Tickets on sale at local businesses. See website for details.

Parking vouchers available for £1

*Advance tickets only. No tickets available at the gate. Parking on site for voucher holders only.

www.hants.gov.uk/rvcp

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Looking after nature, so nature can look after you

HAMPSHIRE COUNTRYSIDE SERVICE

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Hampshire County Council www.hants.gov.uk

Looking after nature, so nature can look after you

We're protecting **MILLIONS** of pollinating insects every year

it's food for thought

HAMPSHIRE COUNTRYSIDE SERVICE

Join the conversation
Hampshire Countryside Service
lookingafternature.co.uk

Hampshire County Council www.hants.gov.uk

Looking after nature, so nature can look after you

By caring for habitats **WE HELP PROTECT THE SOUND OF YOUR SUMMER**

HAMPSHIRE COUNTRYSIDE SERVICE

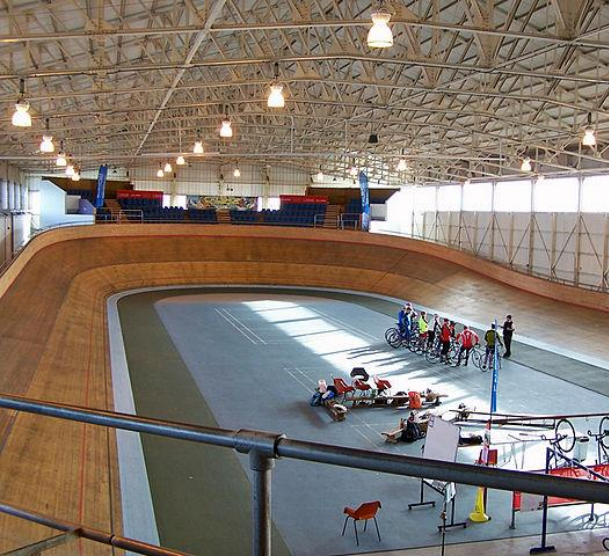
Join the conversation
Hampshire Countryside Service
lookingafternature.co.uk

Hampshire County Council www.hants.gov.uk

Commercial Prospects include:

- Health and Fitness brands
- Food and Drink brands
- Clothing
- Dog products
- Automotive
- DIY Stores
- Insurance





Activity links



Packages include:

- Commercial Partners
- Education
- Corporate away days
- Team Building
- Memberships
- Themed Events
- Room Hire

Prospects include:

- Sports clothing
- Retailers
- Accessories
- Equipment
- Insurance
- Hotels
- Automotive
- Local Corporates

Integrated Marketing Campaigns

- Joint branding
- Maximum exposure and reach
- Digital Campaigns
- Core target markets
- Product testing/sampling
- Offers and memberships

Page 102

Hampshire Library Service
Friday at 17:28 · 🌐

Remember you have until Saturday 14 September/ Sunday 15 September* to finish the Summer Reading Challenge, Space Chase and you will receive...

THERE'S STILL TIME TO FINISH
THE SUMMER READING CHALLENGE!
The Reading Agency and Libraries Present
SPACE CHASE
Summer Reading Challenge 2019

Manor Farm
11 July · 🌐

Did you know that 1 in 3 mouthfuls of the food you eat are produced by pollinators like bees, or that it takes 12 bees a whole lifetime to produce 1 teas...

Home Events Reviews About Videos P

calshotacts
Calshot Activities Centre

0:34

AEROTREK

266 views · Liked by tatlady81 and tilebarnoutdoor
calshotacts Our instructor team have been testing our new Aerotrek course. 🚀 Opening soon...
#lovecalshot #calshot #finditoutdoors #aerotrek

Calshot Activities Centre added a cover video.
16 April · 🌐

3 shares 1.2k views

Like Comment Share

Vodafone WiFiCall 17:49 17% 🔋

Hampshire Countryside...

Home About Photos Events Videos Pos

We're on a mission to help pollinators (that's all the bees, bugs and butterflies that pollinate our plants and flowers). There's been a big fall in their numbers and it's a real worry. Part of our work is to protect their habitats with practical conservation and monitor their numbers.
... See more

#POLLINATORPLEDGE

You are No Service 19:42

Like Instagram

THE SOUND OF YOUR SUMMER

Learn More

4 likes

By protecting habitats, we protect the sound of your summer. Sign-up to our newsletter to find out how we're helping make things better for pollinators and for tips you can use to help too.
View 1 comment

Home Search Add Heart Profile

Thank you

Alison Jones

Sponsorship and Partnerships Manager

BDT Marketing, Hampshire County Council

ali.jones@hants.gov.uk

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HAMPSHIRE COUNTY COUNCIL

Report

Committee:	Culture and Communities Select Committee
Date of meeting:	19 September 2019
Report Title:	Work Programme
Report From:	Director of Transformation & Governance

Contact name: Emma Cousins, Democratic & Member Services

Tel: 01962 847356

Email: emma.cousins@hants.gov.uk

Purpose of the Report

1. To review and agree the Work Programme for the Culture and Communities Select Committee.

Recommendation

2. That the Committee agree the Work Programme as attached and make any amendments as necessary.

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

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Document

Location

None

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- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
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Due regard in this context involves having due regard in particular to:

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

2. Equalities Impact Assessment:

This is a scrutiny review document setting out the work programme of the Committee. It does not therefore make any proposals which will impact on groups with protected characteristics.

WORK PROGRAMME – CULTURE AND COMMUNITIES SELECT COMMITTEE

Topic	Issue	Reason for inclusion	19 Sept 2019	28 Nov 2019	16 Jan 2020	28 May 2020
Pre-scrutiny items	Transformation to 2021 – Revenue Savings Proposals	Pre-scrutiny of savings proposals and targets.	x			
	2020/21 Revenue Budget Report for Recreation and Heritage	Pre-scrutiny of 2019/20 budget proposals for relevant services prior to consideration by the Executive Member.			x	
	2020/21 Revenue Budget Report for Countryside and Rural Affairs	Pre-scrutiny of 2019/20 budget proposals for relevant services prior to consideration by the Executive Member.			x	
	Update on Library Strategy 2016-2020 and Draft Strategy 2020-2025	Pre-scrutiny of library updates prior to consideration by the Executive Member for Recreation and Heritage.	x			
Overview items (regular updates)	Update on Hampshire Cultural Trust	To receive a regular update from the Cultural Trust. <i>Last update – January 2019</i>				
	Transforming the County Council’s Country Parks	To receive a regular update on the programme progress. <i>Last update – January 2019</i>				
	Energise Me	To receive a regular update from Energise Me. <i>Last update – April 2018</i>		x		

WORK PROGRAMME – CULTURE AND COMMUNITIES SELECT COMMITTEE

Topic	Issue	Reason for inclusion	19 Sept 2019	28 Nov 2019	16 Jan 2020	28 May 2020
Overview items (regular updates)	General Library Service Update	To receive a regular update on the Library Service. <i>Last update – September 2018</i>				
Overview item	Sponsorship opportunities for Culture and Community Services	To receive an overview of the potential sponsorship opportunities being explored.	x			
Working groups	Library Strategy to 2025	Task and Finish Working Group to review the and inform the development of the Library Service Strategy to 2025.	Ongoing			

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