

NOTICE OF MEETING

Meeting	Cabinet
Date and Time	Tuesday, 15th October, 2019 at 11.00 am
Place	Wellington Room, Ell Court, 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 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 Personal Interest in a matter being considered at the meeting should consider, having regard to Part 5, Paragraph 4 of the Code, whether such interest should be declared, and having regard to Part 5, Paragraph 5 of the Code, consider whether it is appropriate to leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with the Code.

3. MINUTES OF PREVIOUS MEETING (Pages 3 - 14)

To confirm the minutes of the previous meeting

4. DEPUTATIONS

To receive any deputations notified under Standing Order 12.

5. CHAIRMAN'S ANNOUNCEMENTS

To receive any announcements the Chairman may wish to make.

6. MEDIUM TERM FINANCIAL STRATEGY UPDATE AND TRANSFORMATION TO 2021 SAVINGS PROPOSALS (Pages 15 - 426)

To consider a report of the Director of Corporate Resources regarding the Medium Term Financial Strategy and Transformation to 2021 Savings Proposals.

7. ADULTS' HEALTH AND CARE STRATEGY - ONE YEAR ON PROGRESS REPORT (Pages 427 - 440)

To consider a report of the Director of Adults' Health and Care regarding progress against the Department Vision and 5 Year Strategy.

8. PUBLIC HEALTH ANNUAL REPORT (Pages 441 - 476)

To consider the Annual Report of the Director of Public Health.

ABOUT THIS AGENDA:

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

ABOUT THIS MEETING:

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

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

Agenda Item 3

AT A MEETING of the Cabinet of HAMPSHIRE COUNTY COUNCIL held at the Castle, Winchester on Monday, 22nd July, 2019

Chairman:

* Councillor Keith Mans

- | | |
|-------------------------------|--------------------------------|
| * Councillor Rob Humby | * Councillor Andrew Joy |
| * Councillor Roz Chadd | * Councillor Stephen Reid |
| * Councillor Liz Fairhurst | * Councillor Patricia Stallard |
| * Councillor Judith Grajewski | * Councillor Seán Woodward |
| * Councillor Edward Heron | |

Co-opted members

Also present with the agreement of the Chairman:

134. APOLOGIES FOR ABSENCE

All Members were present and no apologies were noted

135. 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 Personal interest in a matter being considered at the meeting they considered whether such interest should be declared, and having regard to Part 5, Paragraph 5 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.

136. MINUTES OF PREVIOUS MEETING

The minutes of the last meeting were reviewed and agreed

137. DEPUTATIONS

No requests to make a deputation had been received.

138. CHAIRMAN'S ANNOUNCEMENTS

Noting the outcome of the Conservative Party leadership contest was immanent, the Leader announced that would lobby the new Prime Minister for adequate

funding for local government. Furthermore that when local government was required to take on new responsibilities this should be matched with funding to pay for it. Recognising the public sector pay increases that had recently been announced would affect HCC to some extent, the Leader confirmed that he would push for consequential cost pressures to be met by government.

139. **OUTCOME OF APRIL 2019 INSPECTION OF LOCAL AUTHORITY CHILDREN'S SERVICES (ILACS) CARRIED OUT BY OFSTED AND DETAILS OF THE IMPROVEMENT SUPPORT WORK BEING OFFERED TO THE REGION**

Cabinet considered a report of the Director of Children's Services regarding the recent Ofsted ILACS inspection and the improvement support work being offered to the region.

The report was introduced and it was noted that the outcome of the inspection was that Hampshire's Children's Services department was now rated as outstanding across all areas. Key highlights included the endorsement of the department's investment strategy, the high quality social work carried out by the department and the quality of early help services.

Cabinet welcomed the report, acknowledging the achievement of the department and the important role of social workers in the community. In particular the success of early help services to replace children's centres was welcomed. Pro-active plans to sustain the outstanding performance, including through work with local universities were outlined.

With the agreement of the Leader, Councillor House addressed Cabinet, welcoming the report and agreeing that the achievements should be celebrated. He highlighted a minor concern about support for other authorities, agreeing with the principle of doing so but questioning whether there was sufficient spare capacity.

Cabinet acknowledged the importance of having capacity to take on additional support within the sector and it was noted that an update had been received by the Employment in Hampshire County Council Committee confirming that this work could be done without detriment to Hampshire.

The recommendations in the report were agreed. A decision record is attached to these minutes.

140. **PUBLIC HEALTH STRATEGY**

Cabinet considered a report of the Director of Public Health, providing an update on the Public Health Strategy.

With the agreement of the Leader, Councillor Porter addressed Cabinet. With reference to the five priority areas in the report, she asked that more pressure be put on the health service to ensure sufficient support for young people through the Child and Adolescent Mental Health Service (CAMHS).

The report was introduced and details of the five priority areas were set out to improve the health of the population. Particular successes were identified, including work with partners to reduce smoking in pregnancy, the falls champions initiative and in being awarded funding to better understand how to reduce the rate of suicide in males.

Cabinet welcomed the update and acknowledged further successes around substance misuse, breastfeeding support and increasing rates of cervical screening. It was agreed that the responsible Cabinet Members would follow up Councillor Porter's points about CAMHS provision.

The recommendations in the report were agreed with a small amendment to reflect the national and international nature of public health work. A decision record is attached to these minutes.

141. DEVELOPING A STRATEGIC PARTNERSHIP FOR PUBLIC HEALTH BETWEEN HAMPSHIRE COUNTY COUNCIL AND ISLE OF WIGHT COUNCIL

Cabinet considered a report of the Director of Public Health, regarding a strategic partnership between Hampshire County Council and Isle of Wight Council.

It was confirmed that the proposed formal partnership built on interim joint working and an assessment of requirements, which had led to the opportunity for longer term partnership.

The proposals were welcomed and Cabinet recognised that this work wouldn't be to the detriment of Hampshire's own service provision and would operate on the basis of full cost recovery, with political control being retained by the Isle of Wight Council.

The recommendations in the report were agreed. A decision record is attached to these minutes.

142. CONSTITUTIONAL UPDATES

Cabinet considered a report of the Chief Executive regarding updates to the Constitution.

With the agreement of the Leader, Councillor House addressed Cabinet, welcoming the proposed amendments to both the protocol around Notices of Motion and the proposed removal of a restriction on young people making deputations, which he asked be used as the basis for a suspension of Standing Orders at the Extraordinary Council meeting in September.

Cabinet Members supported the proposals set out in the report and it was clarified that these would be formally proposed to the next ordinary County Council meeting in November.

The recommendations in the report were agreed. A decision record is attached to these minutes.

Chairman,

HAMPSHIRE COUNTY COUNCIL

Executive Decision Record

Decision Maker:	Cabinet
Date:	22 July 2019
Title:	Outcome of April 2019 Inspection of Local Authority Children's Services (ILACS) carried out by Ofsted and details of the improvement support work being offered to the region
Report From:	Director of Children's Services

Contact name: Stuart Ashley, Assistant Director Children & Families

Tel: 01962 846370

Email: stuart.ashley@hants.gov.uk

1. The decision:

1.1 That Cabinet endorses the exceptionally positive findings of the Ofsted report.

1.2 That Cabinet endorses the continued work of the Children's Services department in undertaking improvement work with other local authorities on behalf of the Department for Education.

2. Reason(s) for the decision:

2.1. To consider an overview of the recent ILACS in Children's Services, which was the first full graded inspection since 2014.

2.2. To receive details of the wider improvement support the Children's Services department is undertaking on behalf of the Department for Education

3. Other options considered and rejected:

3.1. None

4. Conflicts of interest:

4.1. Conflicts of interest declared by the decision-maker: None

4.2. Conflicts of interest declared by other Executive Members consulted: Not applicable

5. Dispensation granted by the Conduct Advisory Panel: none.

6. Reason(s) for the matter being dealt with if urgent: not applicable.

7. Statement from the Decision Maker:

Approved by:

Date:

22 July 2019

**Chairman of Cabinet
Councillor Keith Mans**

HAMPSHIRE COUNTY COUNCIL

Executive Decision Record

Decision Maker:	Cabinet
Date:	22 July 2019
Title:	Public Health Strategy
Report From:	Director of Public Health

Contact name: Simon Bryant

Tel: 02380 383326

Email: Simon.bryant@hants.gov.uk

1. The decision:

That Cabinet:

- 1.1 Note the good progress in implementing the Hampshire Public Health Strategy
- 1.2 Support continued delivery of the strategy by promoting working across all Council directorates, with our partners in health and across the wider economic system and with our communities.

2. Reason(s) for the decision:

- 2.1. To receive an update on the progress made in the second year (April 2018 – March 2019) of implementation of the Hampshire County Council Public Health Strategy: Towards A Healthier Hampshire 2016-2021.

3. Other options considered and rejected:

- 3.1. None

4. Conflicts of interest:

- 4.1. Conflicts of interest declared by the decision-maker: None
- 4.2. Conflicts of interest declared by other Executive Members consulted: Not applicable

5. Dispensation granted by the Conduct Advisory Panel: none.

6. Reason(s) for the matter being dealt with if urgent: not applicable.

7. Statement from the Decision Maker:

Approved by:

Date:

22 July 2019

**Chairman of Cabinet
Councillor Keith Mans**

HAMPSHIRE COUNTY COUNCIL

Executive Decision Record

Decision Maker:	Cabinet
Date:	22 July 2019
Title:	Public Health Strategy
Report From:	Director of Public Health

Contact name: Simon Bryant

Tel: 02380 383326

Email: Simon.bryant@hants.gov.uk

1. The decision:

That Cabinet:

- 1.1 Note the good progress in implementing the Hampshire Public Health Strategy
- 1.2 Support continued delivery of the strategy by promoting working across all Council directorates, with our partners in health and across the wider economic system and with our communities.

2. Reason(s) for the decision:

- 2.1. To receive an update on the progress made in the second year (April 2018 – March 2019) of implementation of the Hampshire County Council Public Health Strategy: Towards A Healthier Hampshire 2016-2021.

3. Other options considered and rejected:

- 3.1. None

4. Conflicts of interest:

- 4.1. Conflicts of interest declared by the decision-maker: None
- 4.2. Conflicts of interest declared by other Executive Members consulted: Not applicable

5. Dispensation granted by the Conduct Advisory Panel: none.

6. Reason(s) for the matter being dealt with if urgent: not applicable.

7. Statement from the Decision Maker:

Approved by:

Date:

22 July 2019

**Chairman of Cabinet
Councillor Keith Mans**

HAMPSHIRE COUNTY COUNCIL

Executive Decision Record

Decision Maker:	Cabinet
Date:	22 July 2019
Title:	Constitutional Matters
Report From:	Chief Executive

Contact name: Barbara Beardwell, Head of Law and Governance

Tel: 01962 845157

Email: Barbara.beardwell@hants.gov.uk

1. The decision:

1.1 That Cabinet recommend to the County Council that the amendments to the provisions of Standing Orders 12 and 18 as set out at Appendix 1 and Appendix 2 of the report be approved.

2. Reason(s) for the decision:

2.1. To recommend changes to the County Council's Standing Orders

3. Other options considered and rejected:

3.1. None

4. Conflicts of interest:

4.1. Conflicts of interest declared by the decision-maker: None

4.2. Conflicts of interest declared by other Executive Members consulted: Not applicable

5. Dispensation granted by the Conduct Advisory Panel: none.

6. Reason(s) for the matter being dealt with if urgent: not applicable.

7. Statement from the Decision Maker:

Approved by:

Date:

22 July 2019

**Chairman of Cabinet
Councillor Keith Mans**

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet County Council
Date:	15 October 2019 7 November 2019
Title:	Medium Term Financial Strategy Update and Transformation to 2021 Savings Proposals
Report From:	Deputy Chief Executive and Director of Corporate Resources

Contact name: Carolyn Williamson

Tel: 01962 847400

Email: Carolyn.Williamson@hants.gov.uk

Section A: Purpose of this Report

1. The purpose of this report is to consider the overall financial strategy for dealing with the budget gap to 2021/22 in light of the various options available to the County Council and to present the high level outcomes from the public consultation exercise on balancing the budget.
2. As part of that overall consideration, this report details savings proposals that have been submitted by Executive Members in meeting their initial savings targets as part of the Transformation to 2021 (Tt2021) Programme.
3. The report considers the impact of the Spending Round announcement made on 4 September and also examines the medium term financial prospects for the County Council to 2022/23 and takes the opportunity to update Cabinet on the financial monitoring position for 2019/20.

Section B: Recommendation(s)

It is recommended that Cabinet:

4. Notes the latest position in respect of the financial resilience monitoring for the current financial year.
5. Notes the potential financial impact of Brexit and the proposed response to the risks identified.

6. Confirms that the current planning assumption that council tax will increase by the maximum permissible without a referendum, in line with government policy, will continue.
7. Approves the recommended approach to dealing with the anticipated £80m budget deficit, as set out in paragraphs 181 to 183.
8. Approves, subject to further consultation and executive decision making where necessary, the savings proposals in Appendix 4; after taking due regard of the consultation feedback and Equality Impact Assessments.
9. Approves further service specific consultations, where necessary, on the savings proposals set out in Appendix 4, prior to final decisions being made by Executive Members.
10. Restates and reinforces the requirement that should any savings proposal be rejected that alternative options to the same value will need to be developed by the appropriate department.
11. Approves a one off amount of £4.6m in 2019/20 to fund the impact of further growth in the cost of Child Looked After, to be met from the savings in non-departmental budgets in the current year; as identified in Section F.
12. Notes the change to the Coroner's Service in 2019/20, the financial consequences of which have been incorporated into the budget for 2020/21, with any in year impact managed through the use of contingencies.
13. **Recommends to County Council that:**
 - a) The mid-year report on treasury management activity at Appendix 2 be approved.
 - b) Delegated authority be given to the Deputy Chief Executive and Director of Corporate Resources to make pre-payments of employer contributions to the Pension Fund (including any residual deficit) if it is considered financially favourable to do so.
 - c) The savings proposals in Appendix 4 be approved, subject to further consultation and executive decision making where necessary.
 - d) Recurring funding of £10m for Adult's Health and Care is approved in response to a step change in costs, along with an additional £3.5m per annum to cover ongoing growth driven by complexity and demography.
 - e) Up to £4m of one off funding for Adult's Health and Care is approved to provide potential cash flow support that may be required given the current pressure on care packages.
 - f) A sum of £6.8m for the forecast growth in the cost of Children Looked After in 2020/21 is approved, with further increases of £1.9m in 2021/22

and £1.2m per annum thereafter, along with up to £1m for growth in associated legal costs.

- g) Funding of up to £555,000 is ring-fenced within existing contingencies to provide resources to respond to the potential direct impact of Brexit on the County Council as set out in more detail in Appendix 3, with approval delegated to the Deputy Chief Executive and Director of Corporate Resources, in the event that additional government funding is not provided.
- h) Recurring funding of up to £300,000 be approved from 2020/21 to provide additional resources and capacity for the Highways Service following a review of the existing operational processes, policies and of the management and delivery of the frontline service.
- i) Strategic land purchase up to £10m to be funded from prudential borrowing with approval delegated to the Deputy Chief Executive and Director of Corporate Resources, in consultation with the Chief Executive and the Leader be approved.
- j) Investment of £70m in Older Persons and Younger Adults Extra Care be approved to continue to provide high quality living environments at the same time as reducing the long term costs of care, to be funded from prudential borrowing, that can be approved by the Executive Member for Policy and Resources subject to a satisfactory business case being produced for each scheme.
- k) A sum of £590,000 is added to the Capital Programme for fire precaution works in EII South and approval to spend in 2019/20 is granted, to be funded from Policy and Resources repairs and maintenance budget.
- l) A sum of £600,000 is added to the Capital Programme for safe route to school works for Robert Mays School and approval to spend is granted, to be funded from Children's Services cost of change reserve.
- m) A strategy of contributing savings arising from the favourable 2019 valuation to the Budget Bridging Reserve (previously the Grant Equalisation Reserve) for the next three years is approved.

RECOMMENDATIONS TO COUNCIL

Council is recommended to approve:

- a) The mid-year report on treasury management activity at Appendix 2.
- b) Delegated authority to the Deputy Chief Executive and Director of Corporate Resources to make pre-payments of employer contributions to the Pension Fund (including any residual deficit) if it is considered financially favourable to do so.

- c) The savings proposals in Appendix 4, subject to further consultation and executive decision making where necessary.
- d) Recurring funding of £10m for Adult's Health and Care in response to a step change in costs, along with an additional £3.5m per annum to cover ongoing growth driven by complexity and demography.
- e) Up to £4m of one off funding for Adult's Health and Care to provide potential cash flow support that may be required given the current pressure on care packages.
- f) A sum of £6.8m for the forecast growth in the cost of Children Looked After in 2020/21, with further increases of £1.9m in 2021/22 and £1.2m per annum thereafter, along with up to £1m for growth in associated legal costs.
- g) The ring-fencing of funding of up to £555,000 within existing contingencies to provide resources to respond to the potential direct impact of Brexit on the County Council as set out in more detail in Appendix 3, with approval delegated to the Deputy Chief Executive and Director of Corporate Resources, in the event that additional government funding is not provided.
- h) Recurring funding of up to £300,000 from 2020/21 to provide additional resources and capacity for the Highways Service following a review of the existing operational processes, policies and of how the frontline service is managed and delivered.
- i) Strategic land purchase up to £10m to be funded from prudential borrowing with approval delegated to the Deputy Chief Executive and Director of Corporate Resources, in consultation with the Chief Executive and the Leader.
- j) Investment of £70m in Older Persons and Younger Adults Extra Care to continue to provide high quality living environments at the same time as reducing the long term costs of care, to be funded from prudential borrowing, that can be approved by the Executive Member for Policy and Resources subject to a satisfactory business case being produced for each scheme.
- k) The addition of £590,000 to the Capital Programme for fire precaution works in E11 South and the associated spend in 2019/20, to be funded from Policy and Resources repairs and maintenance budget.
- l) The addition of £600,000 to the Capital Programme for safe route to school works for Robert Mays School and the associated spend, to be funded from Children's Services cost of change reserve.

- m) A strategy of contributing savings arising from the favourable 2019 valuation to the Budget Bridging Reserve (previously the Grant Equalisation Reserve) for the next three years.

Section C: Executive Summary

14. The deliberate strategy that the County Council has followed to date for dealing with grant reductions and the removal of funding that was historically provided to cover inflation, coupled with continued demand pressures over the last decade, is well documented. It involves planning ahead of time, through a two yearly cycle, releasing carefully targeted resources in advance of need and using those resources to help fund transformational change.
15. This strategy has served the County Council, and more particularly its services and community well, as it has delivered transformation programmes on time and on budget with maximum planning and minimum disruption. Put simply, it is an approach that has ensured Hampshire County Council has continued to avoid the worst effects of funding reductions that have started to adversely affect other local authorities and enabled us to sustain some of the strongest public services in the country.
16. In line with this strategy, the proposals in this report which will form the Transformation to 2021 (Tt2021) Programme, are being presented at this stage, together with a summary of the results of the *Serving Hampshire – Balancing the Budget* public consultation carried out over the summer, in order to allow more time for delivery of the savings; including the requirement to undertake a second stage of service specific consultations where necessary.
17. The Tt2021 Programme sets savings targets for departments based on meeting a predicted £80m budget deficit. At the time this figure was forecast, there were no details on local government finance beyond the 2019/20 financial year and a large range of assumptions were made to get to this estimate.
18. On 4 September a one year Spending Round (SR2019) was announced by the Government for 2020/21 which has provided additional resources to local government. More detail is set out later in Section E of this report but in summary, whilst the settlement is positive in terms of the continuation of temporary funding and the allocation of additional funding for social care growth and Special Educational Needs (SEN) provision, in line with extensive lobbying, it is only for one year at this stage. SR2019 also set out core council tax of 2% and the continuation of a further 2% to fund growth in adult social care costs. This is below our assumptions in the Medium Term Financial Strategy (MTFS) and would lose the County Council around £12m of recurring income over the two years of the Tt2021 Programme.
19. More importantly, 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. The County Council is not alone in facing these pressures which are a national issue and are driven

by increasing costs and demand. Without the additional injection of funding, the County Council would have faced a revised deficit position well in excess of £100m by 2021/22. The net impact of the settlement after taking account of loss of council tax income and increased pressures in social care services is broadly neutral and therefore still requires the County Council to meet a budget deficit of £80m.

20. Longer term, the County Council is still in the position of having no visibility of its financial prospects beyond the 2020/21 year, which clearly makes any accurate financial planning difficult to achieve. Whilst there are some signs that the key messages on funding requirements are getting through, local government as a sector will continue to push the Government for a programme of multi-year rolling settlements that avoid the inevitable cliff edge that we face at the end of every Spending Review period.
21. In terms of achieving a balanced position over the next two years, 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 Consultation 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 council tax of 4.99% at that time 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 offer a temporary fix, providing enough money to run all services for around 27 days.
22. 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; and
 - **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 the maximum permissible without a referendum (currently 3.99%).
 - Consider further the opportunities for **changing local government arrangements** in Hampshire.

23. Executive Lead Members and Chief Officers were provided with the key findings from the consultation to inform departmental savings proposals which are shown at Appendix 4. Responses to the consultation have similarly helped to inform options for delivering a balanced budget up to 2021/22, which the Authority is required by law to do. 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.
24. A key element of the discipline that has been applied to this and previous savings programmes is the need to identify alternative savings within the relevant department should any of the current departmental proposals be rejected. In most cases this would require the consideration of options that are probably more difficult than those presented in these papers.
25. The County Council's approach to making savings has always been to minimise the impact on services, by making efficiencies wherever possible and maximising opportunities for investment alongside the generation of income and expansion of its traded services with other organisations. This remains the case for the new savings programme.
26. In 2020/21 (the interim year) the gap of £28.4m can be bridged through a draw from the Grant Equalisation Reserve (GER). Although this significantly reduces future flexibility and introduces a higher element of risk, it enables the continuation of the current financial strategy operated by the County Council which has been so successful to date.
27. The Transformation to 2019 (Tt2019) Programme is progressing well, with more than £100m secured, but it is clear that the remaining £40m of savings will be extremely challenging to deliver. Whilst there is a longer time frame for delivery, taking the time to get this right is very important for service users and the County Council. Adequate resources have been set aside for the current programme to cover this slower and safer implementation, however, it does increase the overall risk in the budget going forward as there will be overlapping change programmes requiring cash flow support.
28. As we move ahead we know that the remaining savings areas will be the most difficult to secure and given the business as usual pressures facing the two social care departments and Economy, Transport and Environment (ETE) there is clearly no room for complacency, especially as implementation and delivery of the Tt2021 Programme will begin to run alongside the Tt2019 Programme. What is clear though is that any successor programme will need to be delivered within a two year window as continuing to provide large scale corporate support will not be possible based on our current knowledge of the financial landscape ahead.
29. Delivery of the Tt2021 Programme will also extend beyond two years to ensure safe delivery and the cash flow requirement is estimated to be £32m. This amount has been built into our planning. In addition, enabling investment

identified by departments can be met from the anticipated early delivery of Tt2021 savings and financial resources to the value of £10m have already been set aside within the Invest to Save Reserve to fund required IT investment which will underpin £24m of savings.

30. The County Council's ability to continue to provide resources to invest in specific priorities, in line with the authority's focus on continuous service improvement, to generate revenue benefits in future financial years, even in times of austerity, and to allow time to safely implement change is a testament to the strong financial management and rigorous approach to planning and delivering savings that has been applied; and to the benefits that can be achieved from working at scale.
31. In this context the report also considers a number of items of additional capital and revenue investment which relate to economic growth, enabling savings and also to managing risk. Overall there remains limited scope to add new schemes to the Capital Programme and to fund new revenue pressures. Therefore, this has required a review of the current financial strategy in order to free up the necessary resources.
32. The report extends the financial planning period to 2022/23, recognising the uncertainty that exists beyond 2020/21 (the period covered by SR2019). No further settlement figures are available after 2020/21 and there remains uncertainty nationally around the Fair Funding Review and the future of Business Rate Retention. The gap in this year is now currently estimated to be £40.2m and the intention is to bridge this through the judicious use of reserves.
33. At present the anticipated balance at the end of the Tt2021 Programme in the GER, which will be repositioned as the 'Budget Bridging Reserve'(BBR), is £0.4m. If we continue the approach of delivering savings on a two year cycle the extension of the planning horizon to 2022/23 results in an overall shortfall in the BBR of approaching £39.8m to bridge the gap in what will be an interim year. This underlines the importance of ensuring that current planned delivery does not slip, that costs are contained as far as possible and that the reserve is topped up to ensure funding is available.
34. The County Council's gross expenditure continues to be in the region of £1.9bn (including schools) and the authority remains in a relatively strong financial position. However, this report outlines that in an environment of continuing tight funding, uncertainty about Brexit, ongoing social care and inflationary pressures, and given the current referendum limits for council tax increases, the financial outlook remains very challenging. This is the same for all local authorities, but Hampshire's position remains stronger than most.
35. It has been previously highlighted that if we are to remain financially sustainable beyond 2021/22 there needs to be a significant change in the way in which growth in adults' and children's social care is funded, since it is not possible to sustain that growth in demand and cost indefinitely.

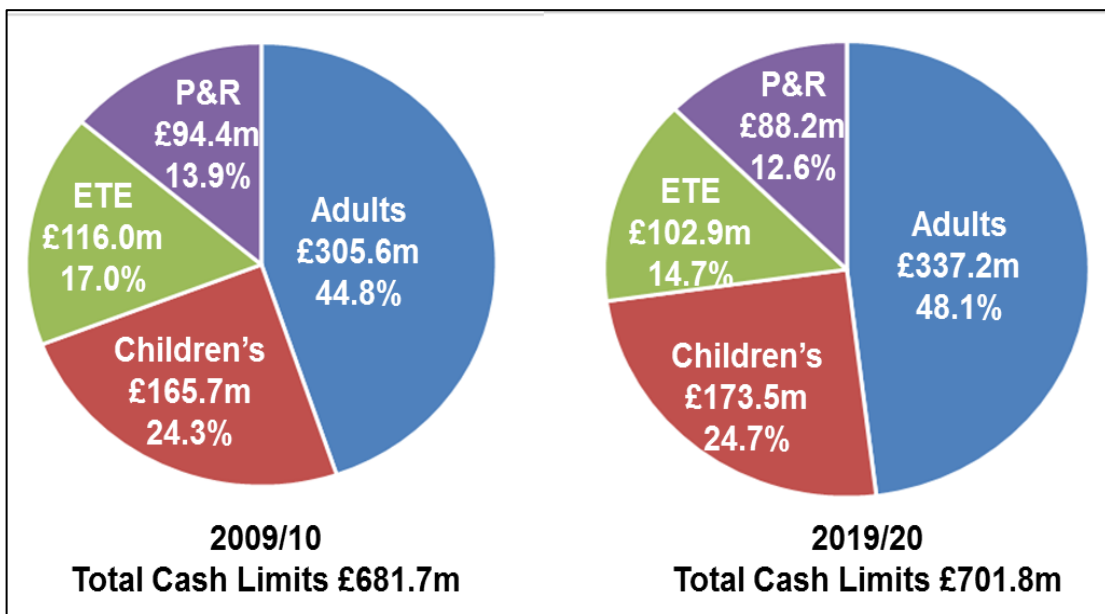
36. The MTFS update this year contains a number of complex and linked issues and a table of contents has been provided below to aid navigation through the report:

Section A	– Purpose of this Report
Section B	– Recommendations to Cabinet and County Council
Section C	– Executive Summary
Section D	– Contextual Information
Section E	– Budget Update
Section F	– 2019/20 Financial Monitoring
Section G	– Transformation to 2019 Programme
Section H	– Brexit
Section I	– ‘ <i>Serving Hampshire – Balancing the Budget</i> ’ Consultation – Feedback
Section J	– Equality Impact Assessments
Section K	– Savings Proposals
Section L	– Transformation to 2021 Programme
Section M	– 2020/21 Budget Setting
Section N	– Economic Development and Revenue Investment Priorities
Section O	– Capital and Investment Strategy
Section P	– Capital Programme
Section Q	– Commercial Strategy
Section R	– Reserves Strategy
Section S	– Strategy Beyond 2021/22
Section T	– Financial Resilience and Sustainability
Appendix 1	– Children’s Services Demand Projections and Financial Resilience to 2022/23
Appendix 2	– Treasury Management Mid-Year Monitoring 2019/20
Appendix 3	– Financial Implications of Brexit
Appendix 4	– Proposed Savings Options
Appendix 5	– Equality Impact Assessments – Adults’ Health and Care
Appendix 6	– Equality Impact Assessments – Children’s Services
Appendix 7	– Equality Impact Assessments – Economy, Transport and Environment
Appendix 8	– Equality Impact Assessments – Policy and Resources

- Appendix 9 – Cumulative Equality Impact Assessment
- Appendix 10 – Commercial Strategy
- Appendix 11 – Reserves Strategy

Section D: Contextual Information

37. In recent years it has become customary to present the Medium Term Financial Strategy (MTFS) for approval in the autumn alongside the strategic plan to deliver the savings required for the following two year cycle. The main focus of this report is therefore the plan up to 2021/22 and approval of the detailed savings proposals that will be pursued as part of the Transformation to 2021 (Tt2021) Programme.
38. Further information in respect of the budget setting process for 2020/21 will be provided in December, which will support the setting of the precept in February 2020.
39. 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).
40. The impact on expenditure across Departments during this ten year period after having taken out £480m of savings is interesting to see. The chart below shows a comparison of Departmental cash limits between 2009/10 and 2019/20.



41. The variation in total cash limits is only £20.1m. This is because savings have been generated in order to fund increases in expenditure due to inflation and

growth, and since 2016/17 council tax increases have also allowed some increases in expenditure across departments. Had the savings not been made, we would of course have been looking at cash limited expenditure of well over £1bn by 2019/20.

42. What is also interesting to note is that the proportion of total expenditure on the 'social care' departments has only increased by 3.7% over the ten year period, which compares to a swing of 7.6% nationally for all county councils.
43. 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.
44. 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.
45. 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.
46. This approach has also meant that savings have often been implemented in advance 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.
47. Whilst this has been a key feature of previous cost reduction programmes it was recognised that the 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.
48. 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.
49. The Tt2021 work has been taken forward without any impact on 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.

50. What is different to previous years 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.
51. 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.
52. 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.
53. An update on Tt2021 planning was summarised in the Chief Executive’s [Transformation to 2019: Report No.7](#) which was presented to Cabinet in June 2019 and the early opportunity assessment work featured in the *Serving Hampshire - Balancing the Budget* public consultation exercise that was carried out over the summer of this year. The consultation, on high level options for balancing the County Council’s budget, was held to inform and shape the final savings proposals that would be presented to Executive Members, Cabinet and County Council over the autumn. The consultation was scheduled in order to provide sufficient time and capacity to implement the proposals as far as possible before April 2021, following further consultation where necessary.
54. 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.
55. The cash flow 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 the later delivery has already been factored into the requirements for the Grant Equalisation Reserve (GER) going forward. At this stage, there is a high degree of

confidence that this can be covered but this profile of savings delivery does indicate that we are now 'behind the curve' rather than in front of it and this will inevitably impact on our ability to respond to further financial pressures in the future.

56. It has been previously highlighted that if we are to remain financially sustainable beyond 2021/22 there needs to be a significant change in the way in which growth in adults' and children's social care is funded, since it is not possible to sustain that growth in demand and cost indefinitely.

Section E: Budget Update

57. Members will be aware that 2019/20 represented the final year of the current CSR period and that no indication has previously been provided by the Government about the prospects for local government finance beyond this time. Although a further multi-year CSR had originally been planned for the summer of this year, this was impacted by Brexit and the national political situation.
58. In recent years significant lobbying of the Government has been undertaken by Hampshire and the wider local government sector to ask them to address the financial pressures we are facing and convince them to provide an early indication of the financial position beyond 2019/20 to aid medium term financial planning and also address the more immediate issue of budget setting for 2020/21. Whilst the news of a single year spending round was not welcome, it was not unexpected and was partly balanced by the promise of an early indication of the 'settlement' for local government.
59. The Spending Round 2019 (SR2019) 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 MTF5.
 - 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 further 2% to fund growth in adult social care costs. This is below our assumptions in the MTF5 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 (SEN) 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 it does not provide a solution to the cumulative deficit position schools will face at the end of 2019/20.

60. 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.
61. 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.
62. 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. It is worth highlighting that the maximum additional grant from the £1bn plus the 2% adult social care precept generates additional resources of around £32m for the County Council, but this must be measured against growth pressures and inflation across adults' and children's social care services which total nearly £57m for 2020/21 alone.
63. Overall therefore, the high level medium term forecast to 2021/22 still requires the County Council to develop a transformation programme that will deliver £80m. Meeting this target on top of the £480m that will have been removed from the budget by 2019/20 clearly represents the greatest financial challenge yet, coming as it does at the end of a decade of funding reductions for local government.
64. The savings targets set for departments were based on forecasts produced early in 2018 and included a wide range of variable assumptions to arrive at the total predicted gap of £80m. The impact of the SR2019 does not materially change the predicted gap and so these targets remain appropriate. However, it must be emphasised that this forecast continues to represent a realistic view as opposed to the worst case scenario. It includes assumptions that are marginally less prudent than previous forecasts in order to try to mitigate the impact on services, but this must be balanced against the greater risk that these assumptions build into our medium term financial planning.
65. There remain risks around government funding as this is a one year spending round. Beyond 2020/21 the funding position for local government remains uncertain until the next multi-year CSR which is now anticipated in 2020. In addition, although the Government has clarified its intention to introduce 75% Business Rate Retention (BRR) and the Fair Funding Review in April 2021, the impact on the County Council is unknown at this stage.

Risks in the Forecast

66. The current national focus on the financial sustainability of County Councils, following the issuing of a Section 114 notice and other warnings (such as the Public Accounts Committee report on local government spending published in February 2019), is a stark reminder that a balance must be struck between

producing a prudent forecast that takes into account known pressures and issues and then building in assumptions which seek to reduce the impact of budget reductions that departments are required to meet.

67. The County Council has always remained on the prudent side of this balance, which is evident when considering our position against the symptoms of financial stress as outlined in Section T. Our reserves and balances stood at more than £669m at the end of 2018/19 and, whilst we fully understand that the majority of this is committed or earmarked for specific purposes (as referenced in Section R and Appendix 11), it still acts as a general barometer for the relative financial health of the County Council.
68. The forecasts set out in this Section have followed a similar process to previous years and the risks faced are also common to previous MTFS positions. However, what remains relevant for this forecast is the lack of any detail around the Government's intentions beyond 2020/21. The two year position to 2021/22 presented in this report assumes that all government funding announced for 2020/21 (including the extra £1bn for social care) will be built into the base position going forward. We have not however assumed any increases in funding for the growth in social care costs that we know we will face in 2021/22.
69. The key risks within the forecast can therefore be summarised as follows:
 - Grant reductions or funding re-distribution are greater than expected following the Fair Funding Review and extended BRR.
 - The assumption of ongoing core council tax increases of 2% plus a further 2% for the adult social care precept.
 - The assumption that there will be continued government funding allocated towards social care pressures at least at 2020/21 levels.
 - That growth in adults' and children's social care is even greater than forecast.
 - Potential changes resulting from the long awaited Green Paper (or possibly a White Paper) on social care for older people and the parallel work being undertaken looking at social care for working age adults.
 - Pay and price inflation exceed the provisions contained in the forecast.
70. At this stage the £80m target remains an appropriate mid-case scenario on which to progress. If following the Government's next CSR this proves to be optimistic then we would seek to temporarily absorb the impact of any additional deficit through the use of reserves, as we did for the last CSR, and then build the ongoing impact into the next change programme.
71. However, it is appropriate to note that the medium term position currently leaves little capacity to absorb any shocks through the use of the GER which will be largely depleted. More detail is contained in Section R, but it is important that planned savings are delivered in line with the currently forecast timescales and that all possible opportunities are taken to add to the GER in

order that we can avoid being pushed to abandon our successful financial strategy and have to deliver annual savings plans to balance the budget.

72. It must be reiterated that beyond 2021/22 without a significant change in the way in which growth in adults' and children's social care is funded, the County Council is unlikely to be financially sustainable since it is not possible to sustain that growth in demand and cost indefinitely.

Section F: 2019/20 Financial Monitoring

73. The County Council's success in delivering its savings plans to date has been consistently demonstrated by the fact that it has been able to contain expenditure within budget and has achieved under spends in each of the years since 2010/11, despite taking significant sums of money out of the budget. These under spends have been proportionate given the scale of the Council's finances, and have not been to the detriment of services, but they have provided invaluable investment to fund our successful change programmes, ranging from our radical digital programmes to our investment in social workers in Children's Services.
74. 2019/20 represents a further milestone in this journey, given that a further £140m has been removed from budgets, taking the total to £480m since the grant reductions began. This further level of reduction obviously increases the risk within the budget, and strong financial management is critical to ensure that all departments stay within their cash limits, that no new revenue pressures are created and that approved savings programmes are delivered.
75. In recognition of this risk 'financial resilience' reporting presented to CMT not only looks at the regular financial reporting carried out traditionally but also focuses on potential pressures in the system and the continued monitoring of the implementation and delivery of the Tt2019 Programme; primarily within Adults' Health and Care and Children's Services where corporate cash flow support is required.
76. The financial landscape in the year is complicated by a range of one-off impacts arising from transformation activity, planned late delivery of savings, use of cost of change and corporate cash flow support. What is more important is to consider the level of underlying pressure within the latest forecast and the impact that this could have going forward. Latest forecasts predict pressures of just over £25.2, of which £12.2 relates to Adults' Health and Care and £11.1m to Children's Services.
77. During the year, these predicted costs will be met from a combination of departmental cost of change reserves, corporate contingencies and an additional £4.6m of corporate funding as recommended in this report. Going forward the medium term impact of the growth in these areas is picked up in more detail elsewhere within this report, but for Adults' Health and Care it will require a recurring base adjustment of £10m per annum and an expected

increase in growth of £3.5m per annum (taking the total allocation to £13.5m per annum going forward).

Adults' Health and Care

78. Last year Adults' Health and Care continued to contain care pressures, arising through demography and complexity changes in clients, and delivered a saving of £10.9m. However, this position was largely due to the early achievement of £9.9m of Tt2019 savings ahead of the budget being reduced in 2019/20.
79. Whilst the outturn position was positive it was noted at that time that there had been a marked increase in the level of spend on care packages for clients in the latter part of 2018/19. This had a positive impact by assisting with an upturn in the County Councils reported performance on Delayed Transfers of Care (DToC).
80. The additional spend towards the end of 2018/19 was at a level that could be accommodated in year through the use of a range of non-recurrent funding, including but not limited to, the Improved Better Care Fund (IBCF) and Winter Pressures grant. However, it was highlighted that should the higher level of spend on care continue as the new baseline throughout 2019/20 the full year effect would be considerably greater than the combined funding available through the annual budget and expected non recurrent funds.
81. The Department are currently predicting that in 2019/20 they can balance the bottom line through use of cost of change, but given the current pressures on care packages, the late delivery of savings and the forecast projected costs there is likely to be the need for additional corporate support over the medium term. This additional corporate cash flow support is estimated to be up to £4m based on the Department's planned activity to mitigate the current pressures as far as possible and the requirement has been built into our financial plans.
82. The Department has been working with Finance colleagues, analysing the costs and activity to try to better understand some of the drivers around the more recent growth, which has not been in line with the more stable position experienced over recent years. It has been a complex process to break this down, particularly during a period when savings are being delivered as part of the Tt2019 Programme.
83. The analysis shows that some of the increase is attributable to the Council's success in keeping people out of care for longer. However, the downside of this is that at the point they do require care, their needs are greater and the ability to re-able them is more limited. There have also been one off shifts in demand, due for example to reducing levels of DToC in hospitals, which adds an additional number of clients requiring care going forward. These items have created a 'step up' increase in the budget that equates to a figure of £10m per annum and requires a single recurring base change to deal with the increase. In addition, current trends of activity and cost highlight a greater level of annual growth than previously allowed for and a further increase of £3.5m per annum

going forward is required to offset this. Both of these figures have been factored into the forecasts highlighted later in this report.

Children's Services

84. Growth in the numbers of Children Looked After (CLA) has had a profound impact on the Children's Services budget position over the last few years and growing attention nationally is now focused on the pressures facing children's services. Analysis by the Local Government Association (LGA), publications by the Association of Directors of Children's Services, independent studies (Newton Europe) and published data from the Department for Education (DfE) all highlight that growing demand for support is leading to over spends in almost all authorities.
85. The LGA is warning that the pressures facing children's services nationally are rapidly becoming unsustainable, with a £2bn funding gap expected by 2020. Unless urgent action is taken to reduce the number of families relying on the children's social care system for support, the LGA have warned that this gap will continue to grow.
86. The huge financial pressures councils are under, coupled with the spike in demand for child protection support, mean that the limited money councils have available is increasingly being taken up with the provision of urgent help for children and families already at crisis point, leaving very little to invest in early intervention.
87. Significant funding for growth in CLA numbers and costs (and in turn the knock on impact for care leavers), has been provided for in recent years. However, it is currently predicted that even with this funding the Department will be over spent by approaching £4.6m at the end of the year. Whilst there are a range of ups and downs across the budget, the pressure primarily equates to the growth in spending on CLA, which has continued to rise since the baselining exercise was last updated and further corporate funding was agreed in the MTFS in 2018.
88. As reported to Cabinet previously, projections of growth in the costs of CLA used to baseline corporate funding, were based on a wide range of assumptions and predictions and given the volatile nature of these areas, a requirement to continue to monitor activity and spend closely was recognised. This continued monitoring, undertaken by Finance staff and Children's Services colleagues, has informed a further review of the recurring funding previously agreed and more detail of the analysis and the findings are set out in Appendix 1.
89. Updated projections indicate that there will be growing financial pressure over and above that previously anticipated, which in 2019/20 is currently forecast to reach £4.6m if the growth continues at the same rate for the remainder of the year. In year this additional cost can be met from non departmental under spends and, subject to approval of this funding, it is currently anticipated that

Children's Services will be able to deliver a balanced bottom line at the end of the financial year.

90. Looking ahead to 2020/21 and forecasts for the MTFs, it is predicted that an additional ongoing base budget increase of £6.8m, on top of the £11.6m that had already been allowed for in the forward forecasts, will be required and this will be followed by further annual increases of £1.9m in 2021/22 and £1.2m in 2022/23 (on top of the £13.3m and £15.6m that has already been provided for in those years). However, there remain concerns about the future financial impact of the continued growth in CLA, particularly with the added complexities of the Tt2019 Programme which seeks to significantly reduce the number of children in care over the next three years.
91. The Transforming Children's Social Care Programme is still in its early stages but there is good evidence that it is having an impact on the overall numbers of children in care, supported by comments in the latest Ofsted report that were positive about the direction of travel and the staff engagement with the programme.
92. Whilst these signs are positive there continues to be significant growth in the average costs of placement across the market to the extent that costs are not reducing in line with the numbers of children in care, particularly in the Independent Fostering Agency (IFA) sector. A recent BBC report highlighted the fact that private equity firms are buying up smaller IFA's, consolidating them and then selling the companies on. It was also highlighted that three firms now account for 45% of all spend with local authorities in this sector. The impact of this together with greater demand for placements nationally may help to explain part of the cost pressure that we are seeing.
93. This overall position will need to be closely monitored over the remainder of this financial year as it could ultimately have a significant impact on our overall budget position in future years.
94. The costs outlined above exclude the impact on social work time. Members will recall that additional funding of £6.6m per annum was set aside to increase social worker numbers, this increase was required to reduce the average caseloads, give more dedicated contact time with families and to provide the capacity to make the changes as part of the Transforming Children's Social Care Programme. This has proved to be successful, not only in increasing the capacity in the Department, but it was an important factor in the overall 'outstanding' rating given by Ofsted earlier in the year.
95. At the time, the funding was agreed for three years on the basis that a review would be carried out during 2020/21. At the present time, with the continued pressure in CLA numbers and the need to retain capacity to help achieve the required savings, there is no expectation that this funding can be removed at least in the short to medium term, however a fuller more detailed review will still be undertaken during the next financial year.

96. A final impact highlighted in Appendix 1 is the increased legal costs associated with taking children into care. A much higher proportion (70%) are now made via the courts, a reversal of the situation of a few years ago, due to several practice rulings by the higher courts.
97. An increase of £350,000 per annum was added as part of a previous update to the MTFS, but forecasts show a future increase in annual costs of around £1.7m. The Department is implementing some changes to the way in which it deals with the impact of legal costs, but it is still thought that an increase of around a further £1m per annum is required going forward. This has been factored into the updated MTFS figures and will be built in as part of the budget setting process for 2020/21.

Economy Transport and Environment (ETE)

98. This Department has two major demand led services which create pressures during the year, albeit these are effectively managed through corporate allocations, early delivery of savings and use of cost of change reserves. However, the continuing decline in overall highway condition is increasing demand for reactive (revenue funded) maintenance.
99. Highways revenue maintenance, particularly in the area of reactive maintenance, is a constant pressure with the number of calls received by the service doubling in the last ten years to over 100,000 each year. The weather is obviously a key factor that impacts both on the condition of the roads and levels of activity around winter maintenance, but additional flexibility has been approved to ensure that any spare resources are carried forward. This welcome flexibility allowed the highways maintenance budget to be increased by £2m to reinvest in highways maintenance in 2019/20.
100. Waste volume growth (due to demographic growth) and issues with residual waste continue to represent a significant risk to the financial position of the Department. Addressing these challenges remains a key priority and the Department will actively engage with the Government's new waste strategy, albeit that there remains some uncertainty over the exact nature of any service changes at present. The current pressures are effectively managed through corporate allocations.

Policy & Resources

101. The successful implementation of the Tt2019 Programme and the resulting early delivery of savings in 2018/19 has been crucial to underpinning a strong financial position in 2019/20.
102. Successive budget reductions mean there is less scope to generate savings across the services and high levels of investment and resources are required over a longer time period to generate further savings. Early delivery of savings last year has helped as part of the overall strategy for delivery in the longer

term, but the continued need for additional resources against a backdrop of reducing budgets should not be underestimated.

Summary – Cash Limited Services

103. The overall position across the social care departments will continue to be reviewed throughout the remainder of the year and will remain a focus of the ongoing monthly meetings between the Deputy Chief Executive and Director of Corporate Resources and the Directors of both Adults' Health & Care and Children's Services. As the year progresses action plans in place to address any remaining pressure will be reviewed and closely monitored at these meetings. Any further possible options will also be considered, and if necessary advanced as part of the ongoing development of the budget for future years.
104. It is worth reiterating that at this point in the year the forecasts themselves tend to concentrate on the more significant negative items without considering in depth other areas of potential under spend that could be used to offset them. Monitoring in the first half of the year therefore tends to the side of prudence and it is anticipated that this position may improve through a combination of continued positive management action in the pressure areas, under spends elsewhere and the use of corporate contingencies as appropriate.
105. As we move further through the financial year we will have a clearer picture of the likely outturn position for 2019/20 and strong financial management will continue to be a key focus to ensure that all departments stay within their cash limits, that revenue pressures are contained and that they deliver the savings programmes that have been approved.

Schools Funding

106. Members will be aware that for the most part spending in schools is met through a government grant called Dedicated Schools Grant (DSG). This is a ringfenced grant and can generally only be used for school purposes albeit there is some limited flexibility that can be applied as long as this is agreed by the Schools Forum. In past years, schools have managed their budgets through a combination of utilising schools reserves and carrying forward unspent elements of the DSG in order to help balance budgets in future years. In recent years however, there has been more and more pressure on schools' budgets caused in particular by an increasing requirement for pupils with SEN, which exceeds the High Needs allocation within DSG.
107. Pressures on the High Needs Block have mainly arisen due to significant increases in the number of pupils with additional needs and as a result of the extension of support to young people with high needs up to the age of 25. This is a pressure that is mirrored nationally and has been seen since the SEND reforms in 2014. There are also increases in the amount of funding required for each pupil on average due to increasing levels of need and these factors have created a pressure on the top-up budgets for mainstream schools, resourced

provisions and Post 16 colleges. There is also significant pressure due to more pupils requiring placements in independent and non-maintained schools.

108. In 2018/19 there was a net over spend of £9.2m against the school budget including a £10.5m over spend on the High Needs Block. This over spend has been added to the £4.5m brought forward deficit on the DSG Reserve. Responsibility for addressing the deficit rests with entirely with schools and strategies are being developed to reduce demand and consider funding options from future years school budgets. In 2019/20 the current forecast is for a further over spend of approaching £14m which will bring the cumulative deficit to more than £27.7m. Whilst this sum sits as 'negative reserve' on the County Council's balance sheet it in effect represents an overdraft for schools which they (and the Government) need to address over the longer term.
109. Nationally, there are many councils in this position, all of whom were required to submit to government a containment / recovery plan in respect of the cumulative deficits in DSG, which are mainly the result of pressures in the High Needs Block. Whilst the County Council complied with this requirement, it did make it clear in the return that the only realistic chance of being able to address the deficit and underlying annual pressures in the long run is to receive significant additional government funding.
110. Since that time, the County Council has been lobbying the Minister for Education and local MPs for significantly greater funding for this area as part of the one year spending round. The announcement as part of SR2019 of additional funding for schools, which includes extra funding for SEN of £700m nationally is welcomed. However, as highlighted in Section E, while this will help to address the future growth in this area it does not provide a solution to the cumulative deficit position schools will face at the end of 2019/20.

Coroners Services

111. It was highlighted in the [2018/19 End of Year Financial Report](#) that the way in which charges for Coroners services across Hampshire are calculated was due to change part way through 2019/20 and would have a substantial impact on costs going forward.
112. Based on current assumptions about the date of commencement for the changes to the services, it is anticipated that the part year impact will be managed through existing contingencies held due to the volatility of the service where costs are driven by the number of inquests which are difficult to predict. The full year impact could be as much as £600,000 per annum and has now been built into forward projections.

Non-Departmental Spending

113. As part of the budget monitoring process, a review has been carried out of the non-departmental areas within the revenue budget, in particular the provisions for contingencies and the estimates for treasury management activity.

114. It has been concluded that at this stage of the year it is too early to release any significant level of contingencies associated with adults' and children's social care or centrally held provisions for items such as waste disposal, price inflation and other sums set aside for income risk and general risk, particularly given the uncertainty surrounding Brexit.
115. However, the County Council adopts a very prudent approach to estimating for interest on balances given the number of different variables involved. For 2019/20 current forecasts anticipate that performance in the year will exceed this figure and provide an additional return of £2.6m.
116. In addition, as in previous years, the estimates for capital financing costs are prepared on the basis of taking out new planned borrowing during the year. However, since the County Council has sufficient cash reserves there is no need to actually take out this long term borrowing at this stage, particularly since this would attract a high 'cost of carry' when comparing short term to longer term interest rate levels. The estimates for 2019/20 have therefore been revised taking this into account and show a saving of £2m in the overall capital financing costs for the year.
117. This therefore gives a one off sum of £4.6m that can be used to fund the in year revenue pressures within Children's Services as set out in paragraphs 84 to 89 above, although it should be noted that this will ultimately reduce flexibility in 2019/20 should other pressures arise.

Treasury Management Mid-Year Report

118. The Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management recommends that treasury management activity should be reported on at least twice a year against the strategy that has been approved.
119. Attached at Appendix 2 is the mid-year monitoring report for 2019/20 that sets out the borrowing and investment activity that has been undertaken to date and how this compares to the prudential indicators that were set for the year. Cabinet is asked to approve the report and recommend approval to full County Council, in line with the requirements of the Code of Practice.
120. In addition, following changes to the way that the Pension Fund calculates employer rates (moving from a grouped rate to individual employer rates), it is now possible to offer employers a facility to make pre-payments of their pension contributions that provides benefits to the Fund as well as offering a financial return to the employer.
121. The exact detail of the scheme and the methodology behind it have yet to be finalised, but this report requests delegated authority for the Deputy Chief Executive and Director of Corporate Resources to make pre-payments to the Fund if it is financially favourable to do so. The County Council makes around £35m of employer contributions each year (excluding the deficit recovery

payments) and placing these with the Pension Fund in advance for up to three years reduces investment risk for the Council and is likely to yield a return that is above that which could be achieved through short term rates in the market.

122. Later in this report is an update on the latest Pension Fund valuation results, which indicate that overall the Fund is likely to be funded at a much higher level than in 2016. This means that the past deficit, which is currently in recovery, will be much smaller and again, if it is financially favourable to do so, delegated authority is being requested for the Deputy Chief Executive and Director of Corporate Resources to pay off the deficit in a single lump sum to avoid further interest costs accruing on this element.

Section G: Transformation to 2019 Programme

123. As anticipated delivery of the Tt2019 Programme will extend into 2021/22 and the latest position was set out in the Chief Executive's [Transformation to 2019: Report No.7](#) which was presented to Cabinet in June 2019.
124. The one off cash flow support to manage the extended delivery timetable for Tt2019 will be met from departmental cost of change reserves (boosted by early delivery in 2018/19) with a further contingency of £40m held corporately to cover any remaining shortfall.
125. At this point the forecast corporate support required to cash flow the extended delivery timetable for Tt2019 is shown below and can be met from within the amount provided:

	2019/20	2020/21	2021/22
	£'000	£'000	£'000
Adults' Health & Care		7,434	425
Children's Services	18,782	8,914	2,493
CCBS	672	672	
Total Corporate Cash Flow Support	19,454	17,020	2,918
Corporate Cash Flow Contingency	40,000	20,546	3,526
Remaining Contingency	20,546	3,526	608

126. A large proportion of the requirement is within Children's Services reflecting both their complex transformation programme and the national trend which now sees local authorities citing the pressure in children's social care as their greatest immediate financial concern.
127. It is clear from this summary that any further material slippage will potentially lead to a requirement for cash flow support that exceeds the £40m set aside. It is therefore critical that during the next two years the County Council is not distracted from delivering the Tt2019 Programme to plan and any failure to deliver recurring sustainable savings to meet the targets set will require additional one off funding to be identified which will only make the challenge for the future harder.

Section H: Brexit

128. Periodic reports are presented to Cabinet which aim to provide an update on the impact of Brexit on the County Council's resources and services, covering both risks and opportunities. The most recent report, [Brexit Preparedness Update – Report No. 2](#), also set out the key risks of a no deal Brexit to the Hampshire and Isle of Wight (HIOW) region and outlined the activities being taken, or planned, to mitigate known risks in line with the Ministry of Housing, Communities and Local Government's (MHCLG) Brexit preparedness check list.
129. Since that point the political landscape has evolved with a new Prime Minister and Cabinet, whose stated aim is to leave the European Union (EU) on 31 October 2019, come what may. Preparations have been ramped up to ensure that the country is ready in the event of no deal, with Michael Gove being appointed as the Minister overseeing preparations for Brexit and an extra £2.1bn of funding pledged; on top of the £4.2bn previously allocated. For the County Council, this equates to £262,500 (three sums of £87,500) with a further £234,000 provided directly to the Local Resilience Forum (LRF) so far.
130. Internally the County Council has established a cross-departmental Brexit Officer Working Group, chaired by the Assistant Chief Executive. A corporate programme management structure has been put in place to co-ordinate activities and report on risks and mitigating actions. Ad-hoc support is also being offered to departments as more in-depth Brexit impact assessments on resources and services are being undertaken. Fortnightly highlight reports, including departmental and HIOW LRF updates, are provided to the County Council's Cabinet and CMT.
131. In addition to the practical steps that are being taken, which include plans outlined in the [2018/19 End of Year Financial Report](#) to deal with the potential impact on traffic if there are significant delays at ports, it is appropriate to include an assessment of the potential financial impacts on the County Council within the MTFS. Alongside this assessment it is then sensible to outline the strategy that will be adopted to deal with the potential financial risks in order to enable action to be taken swiftly and to ensure sufficient funding is available.
132. Officers have been collating information in three main areas:
- The direct external costs of preparing for Brexit (this excludes officer time which whilst significant represents an opportunity cost to the County Council).
 - Potential changes in service delivery as a result of a no deal Brexit, for example the need to employ additional Trading Standards Officers to deal with the potential for unsafe goods to enter the UK.
 - The impact of a significant increase in the price of directly purchased goods and services (e.g. food for HC3S) or in general inflation, which would feed through to contracts that are index linked to inflation on an annual basis.

133. Appendix 3 shows that most implementation costs incurred to date and predicted for the rest of the year can either be met from government grant or will attempt to be recovered from the Government as an additional burden. However, provision will be made within contingencies in the event that this funding is not forthcoming.
134. There are some limited service impacts that have been identified within Trading Standards and Economic Development, but initial responses will be met through re-prioritisation of existing resources.
135. Funding of up to £555,000 will be ring-fenced within existing contingencies to provide resources to respond to the potential direct impact of Brexit on the County Council, with approval delegated to the Deputy Chief Executive and Director of Corporate Resources, in the event that additional government funding is not provided.
136. The wider financial impact arising from potential inflationary increases or workforce issues is much harder to predict. The County Council is already experienced in dealing with financial uncertainty and will adopt the same strategy as it has for dealing with a sustained period of austerity through the use of contingencies and reserves in the short term and building the longer term impacts into future years financial planning.

Section I: 'Serving Hampshire – Balancing the Budget' Consultation – Feedback

137. 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.
138. The public consultation, which was similar in nature to an exercise completed two years ago ahead of Tt2019, sought residents' and stakeholders' views on options for managing the anticipated budget shortfall. The options necessarily extended beyond cost reduction and income raising possibilities to areas such as council tax increases, possible legislative changes and the organisation (structure) of local government in Hampshire.
139. These additional options could help to inform the approach the County Council takes to delivering savings beyond 2021/22. With the squeeze on public finances anticipated to extend into the next decade and the general

uncertainties that surround Brexit it is almost certain that further savings, beyond those required for Tt2021, will be needed in the future.

140. The headline findings of the consultation were provided to Executive Members and Directors during August, to inform departmental savings proposals which are shown at Appendix 4. Equality Impact Assessments (EIAs), in the attached appendices, set out where Stage 2 consultations are required on specific proposals.
141. 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%.
142. 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.
143. 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% at that time 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.
144. 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.
145. 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.

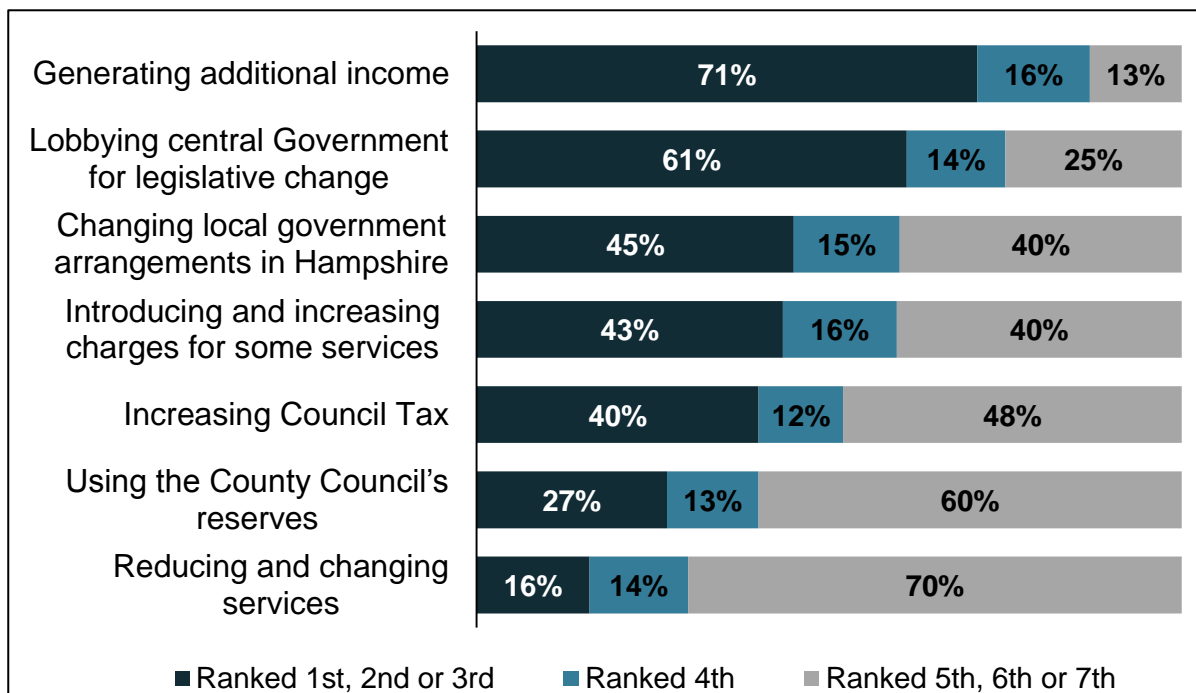
Headline Findings

146. Headline findings from the consultation are set out below and the full findings [report](#) is also available:

- 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 (HtST).
 - 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 Household Waste Recycling Centres (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%).

147. An important element of the consultation was seeking residents and stakeholders' views on the strategy for closing the County Council's budget deficit to 2021/22. The consultation outlined seven options for making anticipated savings and asked respondents to rank these in order of preference. The options were ranked as follows:



148. It is important that the Cabinet and County Council take the results of the consultation into account in determining the overall approach to balancing the budget by 2021/22. Consideration also needs to be given to the wider implications of pursuing any of the savings options.
149. The following paragraphs discuss the County Council's approach to the options consulted upon and set out how departments have taken headline findings into account when putting proposals forward for savings. It is also essential to remember that the County Council is legally bound to deliver a balanced budget and while fuller consideration must be given to the findings that financial imperative remains.
150. **Generating additional income** – The departmental savings proposals set out in Appendix 4 include options for generating additional income. For professional and back office services (such as property services and corporate services) new business has already been secured or is actively being pursued to increase income to meet the savings targets that have been set. In some areas, the proposals include increasing charges to service users.
151. One of the largest current income areas is the charges for adult social care services. This area is heavily regulated in terms of who and what can be charged and whilst some changes to the contributions policy are proposed the total amount generated is not significant in overall terms.
152. Opportunities for generating additional income already form part of the savings proposals being put forward by departments to meet the £80m gap and are not therefore an alternative to the savings proposals but rather an integral part of them.
153. **Lobbying central government for legislative change** – The County Council is already actively pursuing this option and some of the key items are outlined in paragraph 165 below.
154. In addition to these proposed areas for new charges, the County Council is also lobbying for changes to the regulatory framework around the way certain services must be provided. This includes:
- A more flexible, risk based approach to children's social work activity.
 - Changing some of the mandatory elements of the Public Health service which could also include charging for some services previously provided by the NHS.
155. As outlined above, these only offer a viable alternative option to the current plans for meeting the budget deficit if and when the changes in regulation take place, at which point the financial strategy can be reviewed.
156. **Changing local government arrangements in Hampshire** – In 2016, following devolution discussions across the county, the County Council commissioned an independent piece of work to look at the potential options for unitary local government across the whole of Hampshire and the Isle of Wight.

This would in effect remove the district and county tiers of local government and replace them with a single unitary authority, or multiple unitary authorities, (like Southampton and Portsmouth) responsible for all local government services across Hampshire.

157. In summer 2016, the County Council asked residents for their views on options for possible local government reorganisation in Hampshire. Responses to the consultation, detailed in the final report, indicated that views were divided on the principle of replacing the current council structure in Hampshire with a model of unitary government.
158. In view of this feedback the County Council decided not to actively pursue local government reorganisation at the time, making a clear policy statement in favour of the status quo of two tier county government. Moreover, devolution and reorganisation proposals across the country were either stalling or failing and there did not seem to be a clear policy direction from the Government in this area.
159. As part of the *Balancing the Budget* consultation, the County Council stated that its preferred position was to continue to avoid re-organisation, if possible. However, recognising that the County Council could be subject to external factors, and that restructuring local government remains a means of saving money in the longer term, residents were asked their views on this option as part of the consultation. More than half of those who responded (61%) agreed that the County Council should explore this option further – although it was ranked the third most preferred option overall.
160. In view of this feedback the County Council could still pursue this option. However, it currently remains the policy of Hampshire County Council to support the existing two tier arrangements, if possible.
161. In addition, the scale of the changes required to implement such a reorganisation means that it would be very unlikely that any significant savings would be generated by 2021/22.
162. At this stage therefore, given the limitations outlined above, local government re-organisation in Hampshire is not considered to be a viable option for closing the budget gap to 2021/22.
163. **Introducing and increasing charges for some services** – The range of services that County Councils are able to charge for are in the main governed by legislation. However, in most cases there is local discretion as to how those charges are applied and the level of charge set.
164. Whilst the County Council could look to introduce and increase charges for some services it has to take into account the potential impact on service users and the fact that the majority of users already pay for many council services through their council tax. The savings proposals already include some recommendations for increasing charges, but in order to extend charging to

some of the new areas identified by departments, legislative change would be needed.

165. The County Council continues to lobby the Government to allow greater freedoms and flexibilities to levy charges in the areas of:
- HtST – The legislation and criteria for local authorities, which dates back to the 1940's, does not take account of modern living and is not means tested in any way.
 - HWRCs – The Government legislated to stop councils from charging for the general use of HWRCs, albeit that some charges can be levied for certain waste such as building materials. However, previous consultation with residents suggested that they would be prepared to pay a nominal charge if this helped to maintain the number of centres across the county.
 - Concessionary Travel – The ability to charge a nominal sum to service users would enable the County Council to increase access to public transport, at the same time as making financial savings.
166. The additional income that could be generated from being able to charge in these areas is potentially significant, but this is not currently possible without changes in legislation which may be difficult to achieve during Brexit even if the Government supported the proposals.
167. While the County Council will continue to pursue these options, at this stage, other than those proposals already contained in Appendix 4, this option does not provide an alternative solution for closing the budget gap.
168. **Increasing council tax** – The majority of respondents (63%) put raising council tax by 4.99% as their second most preferred option overall which is in line with the County Council's planned strategy to continue with council tax increases in line with current government policy, albeit that that policy has been updated in the SR2019 to 3.99%.
169. In 2016/17 the Government implemented a clear shift in council tax policy and assumed that local authorities would put up their council tax by the maximum allowed each year in the period to 2019/20. For Hampshire County Council this was 3.99% per annum, which included an extra 2% flexibility to pay for the increasing costs of adults' social care. Further flexibilities were announced subsequently to give authorities the option to bring forward some of this increase and to raise the precept for adults' social care by 3% in 2017/18 and 2018/19 within the cap of 6% over the three years to 2020. In addition, the 'core' council tax level was also increased from 2% to 3% in recognition of funding pressures in 2018/19 and 2019/20.
170. The County Council increased council tax by the maximum permissible without a referendum, in line with government policy over this period.
171. There was little support for increasing council tax further to help balance the budget and any council tax rise above the limit set by central government would

require a public referendum. For every 1% increase in council tax, the County Council would receive approximately £6.4m per annum and to close the predicted budget gap of £80m through council tax alone would require an increase of approaching 18% in total; including the previously planned 4.99% increase for 2020/21.

172. The County Council has, along with other councils, lobbied the Government to provide more flexibility for increasing council tax in the future, either by increasing or removing the referendum limit. This would require regulatory change and in light of the ongoing Brexit negotiations, it is uncertain if this will gain much traction in the very near future. In the absence of this change, the County Council would need to undertake a public referendum, which could cost up to £1.5m. Only one referendum has been held to date, by the Police and Crime Commissioner for Bedfordshire and only 30.5% of voters supported the 15.8% increase proposed. Given this position, and taking into account the result of the consultation, it is considered that a referendum seeking a council tax increase above the maximum currently allowed is unlikely to be successful.
173. In any event, the County Council must also take into account the wider financial and non-financial issues and the impact on council tax payers of any increase. Other factors which would argue against a referendum at this stage are:
- Committing to a high council tax increase through a referendum at this stage for all intents and purposes reduces the ability to consider this at a later date should the financial position worsen; for example, due to adverse impacts from future funding arrangements.
 - The economy is still recovering and there is heightened uncertainty as a consequence of Brexit. An increase in council tax tends to disproportionately hit the low paid at a time when the Government continues to reduce spending on welfare services, impacting on those same people.
 - Billing authorities continue to change their Council Tax Support Schemes (which replaced council tax benefit) in a way that impacts on the lower paid / those on welfare benefits.
174. Decisions on council tax increases are made by full County Council in February each year but at this stage, given the points set out above, it is recommended that the County Council works on the assumption that the planned approach for council tax increases (broadly supported by the consultation results) will continue in 2020/21 and 2021/22 with the County Council increasing council tax by the maximum permissible without a referendum in line with government policy.
175. This position will be reviewed in light of any further national or regulatory changes, before the formal council tax setting process in the new year. However, the current position and associated timescales, mean that predicating delivering a balanced budget for 2021/22 on further council tax increases above those currently planned is not considered to be a viable option.

176. **Using the County Council's reserves** – The majority of respondents (61%) agreed that the County Council should not use reserves to plug the budget gap. Respondents ranked this as their second least favoured option. This feedback reflects the County Council's current financial strategy which is to not use reserves as a means of closing the budget gap.
177. Such an approach would not be sustainable as recurring savings are required to bridge the budget gap over the long term. Instead, the County Council is using its reserves prudently to invest in transformation and service change and to give sufficient time to implement savings in a planned and sensible way, as outlined in Section R of this report and the Reserves Strategy contained at Appendix 11.
178. **Reducing and changing services** – Just over one in three respondents (37%) agreed with the principle of reducing or changing services to help balance the budget. Overall, however, this was respondents' least preferred option, which reflects the fact that most residents value the services they receive from the County Council and do not wish to see them reduced or changed.
179. As the other options for saving money at this level, outlined above, do not provide viable options that would enable the County Council to plan with certainty to meet the projected deficit, further funding reductions on the scale required within the Tt2021 Programme inevitably have to lead to reductions and changes to services. This is because local services represent the totality of spend within the County Council.
180. Reductions in services are a last resort and, wherever possible, the County Council seeks to limit the impact of any reductions on service users, although in some areas this can be difficult to achieve. Changes to services, even where they save money, can often be beneficial to service users through, for example, improvements in technology, new ways of accessing services and more efficient processes or systems which mean that more can be done but for less money.

Summary

181. As discussed above it is therefore recommended that the County Council's strategy for dealing with the £80m deficit should be to:
- **Continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children;
and
 - **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 the maximum permissible (currently 3.99%).

182. The savings proposals put forward by departments are therefore submitted for consideration by Cabinet who are asked to make final recommendations to full County Council on these and the overall MTFs outlined in this report.

183. Authority is also requested to undertake any Stage 2 consultations where necessary prior to final decisions being made by Executive Members on these proposals.

Section J: Equality Impact Assessments

184. In addition to the consultation process outlined above, a separate key part of the Tt2021 Programme is ensuring that the County Council understands and gives due regard to the impact of the Tt2021 savings proposals on people with protected characteristics.

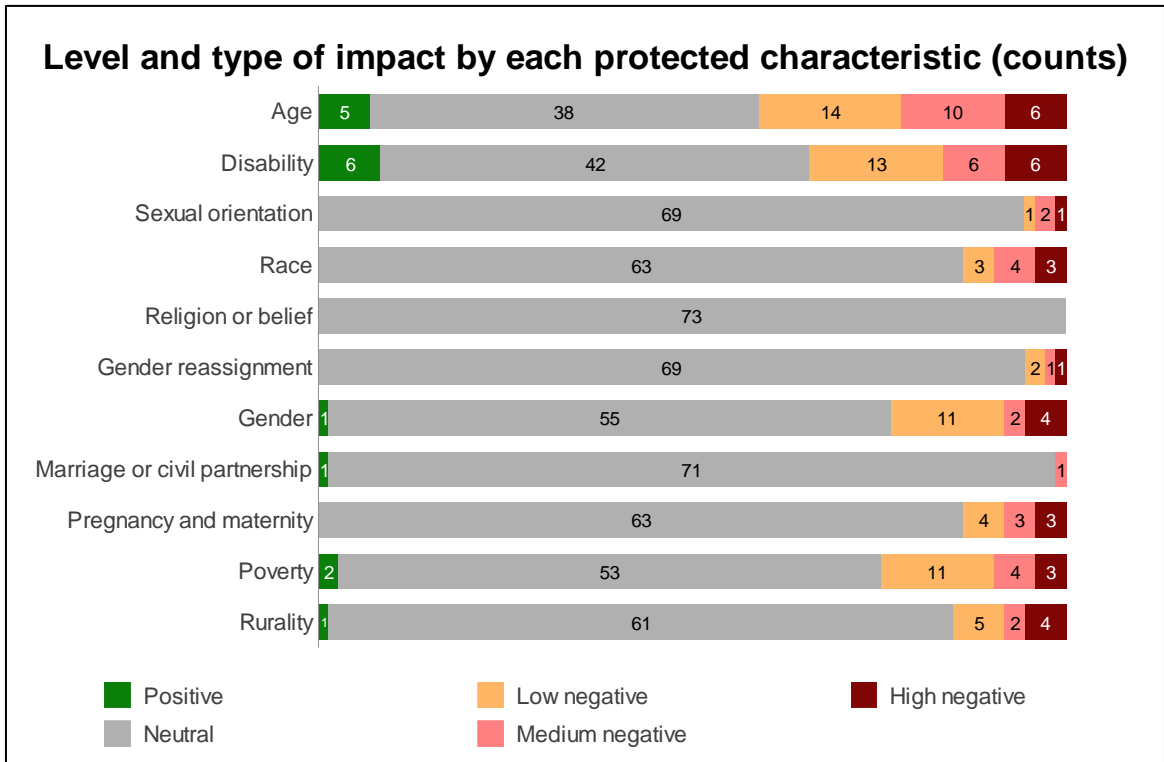
185. The County Council has produced Equality Impact Assessments (EIAs) on all proposals for change that it is considering implementing, which are taken into account as part of the decision making process. This year, to aid transparency, the EIAs for all of the savings proposals were again published as part of the Executive Member reports and are also repeated in this report for completeness. Due to the number of pages involved these have been added in separate appendices as follows:

- Appendix 5 – Adults’ Health and Care
- Appendix 6 – Children’s Services
- Appendix 7 – Economy, Transport and Environment (ETE)
- Appendix 8 – Policy and Resources (P&R)

186. By the very nature of the services that the County Council provides, there are inevitably things that impact those people with protected characteristics. Whilst this does not mean that a proposal cannot be implemented, it does mean that the County Council needs to have an understanding, both individually and collectively, of the impact on those groups of people and looks at ways of mitigating that impact.

187. For proposals where a Stage 2 consultation is required the EIAs are preliminary and will be updated and developed following this further consultation, when the impact of the proposals can be better understood. Due regard will be given to the equality impacts identified as part of the Executive decision making process to decide whether or not to implement the detailed proposals.

188. An analysis of the current impacts contained within the individual EIAs is shown in the following chart:



189. The chart shows that the key characteristics most likely to be negatively impacted are age, disability and poverty. Further work will be undertaken to understand the nature of these impacts and the possible mitigations, following specific Stage 2 consultations in these areas.

Cumulative Equality Impact Assessment

190. Whilst the Public Sector Equality Duty (Equality Act 2010) requires public authorities to have due regard to equality considerations, councils are not mandated to conduct EIAs. Nevertheless, EIAs have become a common tool to facilitate and evidence compliance with the Equality Duty.

191. In keeping with good practice, the County Council has completed EIAs for all proposed service changes linked to its Tt2021 Programme as highlighted above. This information has been used to complete a cumulative assessment. This considers the potential impacts of transformation proposals holistically and, in so doing, seek to identify groups likely to experience multiple disadvantage as a result of policy / service changes.

192. The cumulative EIA is set out in Appendix 9 and is based on the 73 EIAs completed by the 6 September 2019. As savings proposals mature due to further consultation or detailed planning, EIAs will be updated and the cumulative EIA may be reviewed further.

193. As Appendix 9 details, the headline results from the cumulative EIA are as follows:

- 56% of EIAs could have at least one negative impact.

- Age, disability, poverty and race were the characteristics most likely to be impacted negatively.
- Age and disability, age and race, and age and poverty were the most common groupings where savings proposals had medium or high negative impacts on more than one characteristic.
- Proposals tended to impact children, young people and older people more than the core adult demographic; females more than males; and deprived communities more than individuals. A range of disability cohorts were likely to be impacted.

194. The cumulative assessment needs to be considered in the context of Hampshire and the nature of the services that the County Council provides. Hampshire is:

- one of the ten largest counties by land area (approximately 1,400 square miles) comprising both large rural areas and several dense conurbations;
- 85% rural, with over a third of the county within National Parks or Areas of Outstanding Natural Beauty;
- the 12th least deprived upper tier council in the country – yet 32 neighbourhoods are in the 20% most multiple deprived areas in England;
- expected to grow to more than 1.47m people by 2024 (currently 1.37m);
- experiencing an ageing population – with people aged 85+ forecast to increase by 28.9% between 2016 and 2023, to 54,000 people;
- predominantly white British - 92% of residents compared to 80.5% nationally;
- above the national average for children aged four-to-five classified as obese (22.8%) – one in four adults are also considered obese; and
- home to 1,673 children in need of care (1,593 in March 2018).

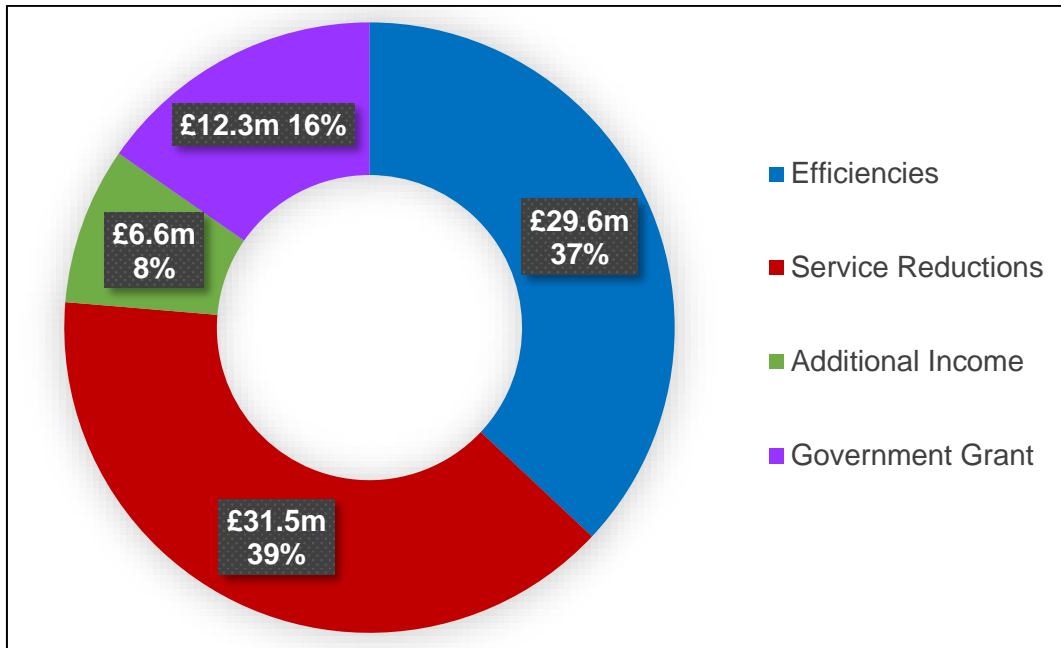
195. The County Council spends around £1.9bn a year on serving Hampshire's population. Excluding spend on schools, the County Council's annual budget by service is as follows:

	£m	%
Adults' Services	333	45.3%
Public Health	52	7.1%
Children's Services	159	21.6%
Highways, Traffic and Transport	52	7.1%
Waste Disposal	45	6.1%
Corporate Services	44	6.0%
All Other Services	50	6.8%
	735	100.0%

196. As the table above illustrates, nearly three quarters of the total annual budget is spent on Adults' Services, Public Health and Children's Services. It is also from these services that the majority of the required £80m savings are proposed to be achieved (£60.3m). If the County Council tried to protect these services, savings equivalent to 42% of the budget would need to be found from the remaining areas, which would not be sustainable given the reductions made to date.
197. Adults' Services, Public Health and Children's Services are, by their very nature, targeted at Hampshire's older population, vulnerable children and adults, and those who may need support due to living in deprived communities. Therefore, it is expected that changes to these services will, to some extent and in various ways, impact certain protected groups.
198. The higher level of negative impacts attributed to Adults' Health and Care may also be explained by the volume of proposals and the inclusion of Public Health which, as a universal service, impacts a wide range of people.
199. Where areas of multiple disadvantage have been identified, mitigation actions are in place and work is ongoing to understand the extent to which these are likely to reduce or remove negative impacts on specific cohorts. For example, whilst public health services are provided on a universal basis, specific targeting of high-risk groups (many of whom have protected characteristics) already takes place and will continue to ensure that remaining budgets are used as effectively as possible. Whilst this may mean that overall there are fewer service users, the impact on those with protected characteristics may be low or minimal.

Section K: Savings Proposals

200. The savings proposals that have been put forward by departments as part of the Tt2021 Programme and have been recommended for submission to Cabinet and County Council by Executive Members are contained in Appendix 4 and reflect the feedback from the consultation and content of the EIAs where applicable.
201. Analysis of the savings options by type shows that there is a mixture of proposals across departments which breaks down as follows:



202. The chart shows that whilst the County Council continues to drive out efficiencies and generate income through its commercial strategy, inevitably a high proportion of savings (39%) come from service reductions, highlighting the impact of successive savings programmes on the ability of all departments to protect services.

203. Cabinet will be aware that the target for departmental savings is £80m. The total savings targets for each department, compared to the proposals that are expected to be delivered (in cash terms) in 2020/21, 2021/22 and the full year impact, are as follows:

	Target £'000	2020/21 £'000	2021/22 £'000	Full Year £'000
Adults' Health & Care	43,100	10,202	24,035	43,100
Children's – Non-Schools	17,202	9,913	17,202	17,202
ETE	11,748	850	10,200	11,748
P&R	7,950	3,342	7,950	7,950
Total	80,000	24,307	59,387	80,000

204. Where there is a shortfall in savings proposals against the target in 2021/22 this has been explained in more detail in each of the individual Executive Member reports and represents for the most part a time delay in achieving the full amount of the saving. Where this is the case any shortfall will be met from departmental cost of change reserves, which have been built up in part to cover this eventuality, apart from Adults' Health and Care, the position for which is discussed in more detail in the next Section.

205. Members will note that all departments are predicting full year savings equivalent to their savings targets, but the timing of delivery varies from department to department, with savings for some proposals not expected to be fully delivered in Adults' Health and Care until 2023/24 for example; due to the longer term nature of the changes being implemented.
206. The estimated cash flow position of savings in each of the years is outlined in the table below, with full delivery anticipated by 2023/24:

	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000
Adults' Health & Care	325	10,177	24,035	36,921
Children's – Non-Schools		8,100	17,202	17,202
ETE		1,000	11,748	11,748
P&R	2,113	4,079	7,950	7,950
Total	2,438	23,356	60,935	73,821
Early Achievement / (Shortfall)	2,438	23,356	(19,065)	(6,179)

It shows that the shortfall against the £80m target in 2021/22 and 2022/23 is already significant and experience would indicate that this programme may slip further as difficulties arise during implementation. This emerging position will need close monitoring by CMT to ensure that the delivery of savings remains on track as far as possible.

207. In most cases, it is currently anticipated that the early achievement of savings by departments will provide sufficient funding to cash flow the slipped delivery of savings in future years, with the exception of Adults' Health and Care, where corporate support to meet the later delivery of savings has been factored into this MTFS. However, any successor programme will need to be delivered within a two year window as continuing to provide large scale corporate support will not be possible based on our current knowledge of the financial landscape ahead.
208. Delivery of the savings will also impact the County Council's workforce, and where applicable the proposals in Appendix 4 indicate the estimated number of staff who may be affected by the change in service, expressed as Full Time Equivalents (FTE).
209. In total, this would mean that the Tt2021 Programme could impact a maximum of 277 FTE roles across the County Council. Whilst this is a significant number it needs to be considered against the total savings programme of £80m, which even at an average salary plus on-costs of £45,000 would require the loss of well over 1,750 jobs to meet the full target, and in the context of a total workforce of more than 9,800 FTE (excluding schools).

210. The County Council has an excellent track record for handling reductions in staffing numbers in a sensitive and planned way, keeping the number of compulsory redundancies to a minimum through our voluntary redundancy schemes (which have helped maintain staff morale) and natural turnover (which for Hampshire averages in the region of 15% per annum) and this will continue as part of the Tt2021 Programme. The County Council has also been successful in looking at options for re-deployment of staff as it grows its businesses in other areas and increases in the workforce are required.
211. In the past, any voluntary redundancy costs have been met by departments, up to the value of compulsory redundancy costs, with any enhancement being met from the Organisational Change Reserve (OCR). The OCR includes a provision of £2.6m for the cost of these enhancements. At this stage it is considered that this will be sufficient to cover any additional costs, subject to approval of the extension of the current voluntary redundancy scheme by the Employment in Hampshire County Council Committee on 22 October 2019.
212. Cabinet is requested to consider and approve the savings proposals detailed in Appendix 4 for submission to the County Council, having given due regard to the consultation feedback and the EIAs.

Section L: Transformation to 2021 Programme

213. 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 the full year impact is derived in the financial year it is needed.
214. This approach has also meant that savings have often been implemented in advance of need and this has provided resources, both corporately and to individual departments, to fund investment in capital assets and to fund further change and transformation programmes to deliver the next wave of savings.
215. Whilst this has been a key feature of previous cost reduction programmes it was recognised without doubt that the Tt2021 Programme, the fifth major cost reduction exercise for the County Council since 2010, will be even more challenging than any previous transformation and efficiency programme as it will run alongside Tt2019 and against the backdrop of a generally more challenging financial environment and burgeoning service demands.
216. 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 identified over the past nine years. The sheer size of the 13% target, coming on top of previous reductions, requires a complete "re-look"; with previously discounted options and more radical changes having to be 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.

217. The opportunity assessment and planning work has confirmed the sheer complexity and challenge behind some of the proposals as a consequence of which, in a number of areas, significantly more than two years will be required to develop plans and implement the specific service changes.

Cash Flow Support for Late Delivery

218. Even over a two year period, delivering the Tt2021 Programme is clearly a very challenging prospect given the value of resources that have already been taken out of the system and the additional effort and levels of transformation activity that are required to achieve further phases of change. The impact of managing overlapping programmes will create further demands and complexity.
219. Given this fact, an initial high level estimate was calculated of the likely corporate cash flow support that might be required to ensure that where savings would take more time to implement safely this was factored into our longer term planning. Support to enable this managed approach to be taken was estimated to be £32m. The latest information provided by departments indicates that this envelope will be adequate, with Adults' Health and Care requiring more than £25m of cash flow support – which is perhaps not surprising given the fact that the savings they need to deliver account for more than half of the total.
220. However, it is worth noting that the cash flow support required to manage the extended delivery timetable will in the most part be met from departmental cost of change reserves, which will be boosted by some early delivery in 2019/20 and 2020/21.
221. Whilst Tt2021 represents an immense challenge, the County Council does have significant capacity, capability and experience to tackle the task, highlighted by its track record to date. As tough as the forward agenda is, we know that the County Council is as well placed as any other local authority to deliver on the continuing financial challenges that apply in the sector and crucially to make the necessary investment required, some of which is discussed further below.

Enabling Investment

222. The Tt2019 Programme relied heavily on a number of enabling investments within the IT arena including the Digital 2 Programme and the Enabling Productivity Programme, which saw the roll out of desktop and mobile working devices to the whole workforce. Departments also benefitted from specific technology investments to underpin the delivery of the savings programme.
223. The focus for T2021 is partly to build upon and exploit those technologies, whilst at the same time pursuing further specific service based changes that rely on the development of IT based solutions.

224. Over the summer a range of projects and costings were put forward and a sum of £10m was made available from savings on non-cash limited budgets from the outturn position for 2018/19. The IT Programme has continued to be refined and good progress has been made on scoping and specifying the individual projects. Revised costings are being developed as projects pass through the various gateways in the approval process and the current view is that the £10m will be sufficient going forward.
225. The IT and Finance Teams have also been working with Departmental Transformation Leads to determine which specific savings will be enabled by the IT investment. Of the £80m total it is estimated that £24m will be underpinned by the investment of £10m giving a payback period of less than six months.

Section M: 2020/21 Budget Setting

226. The fact that the financial strategy which the County Council operates, is on the basis of a two year cycle of delivering departmental savings means that there is limited activity at this stage associated with the development of the 2020/21 budget, which was largely set out in previous MTFs updates. Members will recall that the financial strategy assumes a significant draw from the GER in 2020/21 in order to give the County Council the time and capacity to properly deliver the Tt2021 Programme.
227. The process will follow the normal budget setting pattern as in previous years, in that a further technical report on the 2020/21 budget will be presented in December this year that will provide departments with provisional cash limits against which they can prepare their detailed budgets that will be reported through to Executive Members, Cabinet and County Council.
228. The report in December will also include further detail relating to the final outcome of the triennial Pension Fund revaluation. The revaluation has been undertaken and initial principles have been developed. However, whilst it is anticipated that the outcome of the actuarial review on both employer pension contributions and past service contributions will be favourable and serve to reduce costs, the financial impact has not been confirmed at this stage.
229. It is anticipated that the current cycle of decision making concludes the savings planning aspect of the MTFs including the working assumption within this report that council tax will increase by the maximum permissible in line with government policy. This therefore moves the Tt2021 Programme from planning into implementation.

Section N: Economic Development and Revenue Investment Priorities

230. In past years it has been possible to add significant additional schemes to the Capital Programme using surplus revenue funding generated by the early achievement of savings. As the financial strategy has evolved and savings have been required to meet successive budget deficits, there is less ability to

do this above and beyond the use of specific capital resources that come from government or developers.

231. However, the County Council's ability to continue to provide resources to invest in specific priorities in line with the County Council's focus on continuous service improvement and to generate revenue or capital benefits in future financial years, even in times of austerity, is a testament to the strong financial management and rigorous approach to planning and delivering savings that has been applied; and to the benefits that can be achieved from working at scale.
232. In addition, the council must also continually review the key risks that it faces and put mitigating actions in place where appropriate. Later in this report there is a request to approve fire precautions work within EII South and included below are a number of items to continue to effectively manage the risks we face, as well as ensuring that we take advantage of potential strategic land opportunities should they arise.

Strategic Land Development / Purchase

233. The County Council has for many years operated a long term strategic approach to its land holdings that have enabled it to create value at the same time as enabling the provision of much needed housing or investment to support economic development across the County. Recent examples of Merton Rise, Botley and Manydown have or will provide capital receipts and other benefits for the council that can be used to re-invest in vital services and supporting infrastructure.
234. Many of the current landholdings, including county farms have been in the ownership of the County Council for many years and as sites are sold for re-development there is a need to try to replenish the pipeline of available land for future investment. Unfortunately, most sites now have options on them that have been put in force by major housing developers, which restricts the availability of suitable sites for acquisition.
235. In the past, sites or farms have become available for sale at short notice and the County Council is restricted in its ability to make an offer due to the length of time it takes to gain proper approval through the appropriate decision making body.
236. This report therefore seeks delegated authority for the Deputy Chief Executive and Director of Corporate Resources, in consultation with the Chief Executive and the Leader to pursue and complete opportunistic land or farm purchases up to the value of £10m where this is considered to be in the best financial interests of the County Council. It is anticipated that this will be funded through prudential borrowing, with the resulting borrowing costs met from income derived from the land or farm in the first instance. Any purchases will be reported to Cabinet and County Council at the next earliest opportunity.

Highways Service Operating Model

237. Recent events and on going engagement with both county councillors and parish councils have highlighted the issue of initial response times on defect reports and reactive maintenance works.
238. With frontline staff already under sustained and growing pressure to meet the demands of a deteriorating highway asset, and the consequential increase in the number of customer enquiries that are being received, any improvement in response times for reported defects will require additional capacity.
239. A detailed assessment is being made to clarify the additional capacity (i.e. engineers and technicians) needed to ensure the service level improvement can be effectively met and the County Council's clear statutory duties and responsibilities under the Highways Act discharged to a satisfactory standard. It is currently estimated that additional funding up to £300,000 will be required from 2020/21 and this has been built into the MTFS. Any part year impact in 2019/20 will be met from within existing contingencies.

Section O: Capital and Investment Strategy

240. Following consultation in 2017, CIPFA published new versions of the Prudential Code for Capital Finance in Local Authorities (the Prudential Code) and the Treasury Management Code of Practice. In England the MHCLG published its revised Investment Guidance which came into effect from April 2018.
241. The updated Prudential Code includes a new requirement for local authorities to provide a Capital Strategy, which is to be a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The MHCLG's guidance includes the requirement to produce an Investment Strategy.
242. The Capital and Investment Strategy gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability.
243. The County Council has previously reported these matters in separate reports relating to the Revenue Budget, the Capital Programme and the MTFS. In line with the latest statutory guidance, these inter-related issues are now brought together in one Capital and Investment Strategy which was approved by full County Council in February 2019.
244. The Strategy (which is set out in full as Appendix 7 of the [Revenue Budget and Precept 2019/20](#) report) covers:
- Governance arrangements for capital investment.
 - Capital expenditure forecasts and financing.
 - Prudential indicators relating to financial sustainability.

- Minimum Revenue Provision (MRP) for the repayment of debt.
- Treasury Management definition and governance arrangements.
- Investments for service purposes, linked to the County Council's Commercial Strategy.
- Knowledge and skills.
- Chief Financial Officer's conclusion on the affordability and risk associated with the Capital and Investment Strategy.
- Links to the statutory guidance and other information.

Section P: Capital Programme

245. The County Council's Capital Programme has been maintained despite the challenging financial environment in which local government has been operating since the start of the decade, continuing the trend of ensuring that we invest wisely in maintaining and enhancing our existing assets and delivering a programme of new ones.
246. The Capital Programme is reviewed and agreed annually. This sets out the levels of capital expenditure for each service and the main expectations of where the money will be spent, a large proportion of which is in relation to schools, including the provision of school places.
247. The County Council's capital aspirations are dependent upon finance being available and the sources of finance to support the Capital Programme are as follows:
- Government capital grants – The Government has issued all of its support for local authorities' capital expenditure from 2011/12 onwards in the form of capital grants and not as borrowing allocations.
 - Prudential borrowing – Loans that the County Council may decide to raise in the knowledge that it will have to meet the principal repayment and interest charges from its own resources without any additional support from the Government. The County Council has to consider the impact of such loans on the revenue budget and prudential indicators.
 - Contributions from other bodies, which can include developers, the health service, other local authorities and the national lottery.
 - Capital receipts from the sale of land, buildings and other assets.
 - Contributions from the revenue budget including those held in the General Capital Reserve.
248. There is an interrelationship between capital and revenue both directly and indirectly. Capital expenditure may be funded directly from revenue however the general pressures on the Council's revenue budget and council tax levels limit the extent to which this may be exercised as a source of capital funding.

249. Prudential borrowing does provide an option for funding additional capital development, but one which then results in costs that have to be funded each year from within the revenue budget or from generating additional ongoing income streams.
250. Given the pressure on the Council's revenue budget in future years, prudent use has been made of this discretion to progress schemes in cases where there was an obvious financial benefit. Such schemes focus on clear priorities, and those that generate revenue benefits in future financial years, in the form of clear and measurable revenue savings or longer term income generation either directly or through council tax or business rate yield.
251. Continuous service improvement is at the heart of everything the County Council does, and it is also important in the current financial climate that key services are able to continue and prosper. Therefore, whilst it is recognised that prudential borrowing and the resultant impact on revenue must be a key consideration, where there are specific priorities in line with the County Council's focus on service improvement then the programme will continue to be expanded where it is affordable to do so and delivers measurable revenue benefits.
252. Given the link with revenue, as part of the Tt2019 Programme a review of the Capital Programme (and associated funding) explored any avenues that would result in a positive impact on the revenue position and where any net benefit could be applied as a justified and logical way to reduce the remaining savings required from departments. It was therefore considered important that there was a good corporate understanding of the key capital investment priorities to aid future planning in this area and departments were asked to identify their potential requirements over the medium term.
253. It is therefore proposed to repeat this exercise over the next six months and gather information on potential areas for capital investment that will be reported in the next iteration of the MTFS over the summer of 2020.
254. As part of the Tt2019 exercise, a large proportion of the capital investment related to schemes that in the longer term will lead to reductions in revenue expenditure, for example projects within Adults' Health and Care to invest in the right facilities in the right locations in order to provide the bed based provision needed in the future. Approval to add an initial sum of £200m to the Capital Programme to enable this specific programme to be taken forward was approved by Cabinet and County Council as part of an earlier MTFS in the summer of 2018 and it is timely to provide an update.

Adults' Services Bed Based Programme

255. As highlighted above, the current Capital Programme includes a provision of £200m that was approved by County Council to support a bed based programme that looked to assess what bed based provision we will need in the future, so that we can invest in the right facilities in the right locations.

256. The initial high level assumptions were that the programme would be funded by prudential borrowing, the costs of which would be met from savings in the cost of social care as a result of the new investment. Since that time officers have been looking at the available data and condition of the existing premises, what investment may be required and what impact that may have on future care costs.
257. From this analysis, it is clear that further investment in Older Persons and Younger Adults Extra Care will continue to provide high quality living environments at the same time as reducing the long term costs of care. Whilst the existing Capital Programme still contains provision to extend the range of extra care provision in both of these areas, this report seeks to approve up to a further £70m of investment, funded from prudential borrowing, that can be approved by the Executive Member for Policy and Resources subject to a satisfactory business case being produced for each scheme. This is in line with the arrangements that already exist for scheme approval.
258. Initial analysis that has been done on other priorities for investment suggests that there is not a sufficient return on investment to meet the costs of prudential borrowing that would be required to fund the capital spend. However, what it has highlighted is that significant investment in our current estate is required if as a council we wish to retain our in-house provision of residential and nursing homes.
259. An in-house review is currently being undertaken that will consider our size and position in the overall market and the extent to which this helps to manage the demand and costs of adults' social care over the longer term. It is therefore proposed to await the outcome of this review and to continue to develop a potential investment plan that can be presented in the next iteration of the MTFS alongside other priorities for capital investment from other departments.

EII South Programme of Fire Precaution Upgrade and Improvement Works

260. EII South is a key building within the County Council's Winchester headquarters complex. It is a Grade II listed building with accommodation over five floors that provides in the region of 800 desks together with meeting rooms, drop in spaces, offices for Members and Chief Officers and welfare facilities including toilets and kitchenettes.
261. The current strategy for the corporate office portfolio seeks to rationalise the asset base by consolidating occupation through increased utilisation of buildings and releasing or letting the surplus accommodation. As a core building within the HQ complex, maximising the capacity of EII South is an essential part of delivering this strategy in order to achieve ongoing revenue savings and accommodate organisational growth.
262. Following the redevelopment of the EII complex in 2008, work has been undertaken in EII South on a phased basis to remodel the floor plates to

modernise the workspace, enable flexible working, improve the working environment and increase the capacity of the building. The remodelling of the ground and first floors was completed in 2018 and additional staff were relocated into the building from leased accommodation. In parallel, staff were relocated from E11 East to create space for the expansion of the IBC as part of the on-boarding of the three London Boroughs.

263. As part of these changes a fire strategy review was undertaken to ensure that the building could be safely occupied at the increased utilisation levels targeted in the office accommodation strategy, making best use of the remodelled layout.
264. The fire review highlighted a gap between the number of people that could be accommodated within the provided desks, meeting rooms, offices and break out spaces and the numbers that could be safely evacuated in the event of a fire, when assessed in accordance with the regulations.
265. The limited short term risks highlighted through the review have been addressed through an increased management regime for the building which has included additional fire evacuation drills to ensure building occupants are familiar with the procedures and confirm satisfactory evacuation times, refresher training for building occupants through e-learning and refresher training for fire marshals.
266. Following an options appraisal, a scheme of fire precaution upgrade and improvement works has been developed to increase the safe building capacity in the event of a fire. The planned works include:
 - Lobbying of staircases to provide additional protection to the means of escape and ensuring that all stairwells remain accessible as an escape route in the case of a fire. This also provides greater building protection by restricting the spread of fire as well as improving protection to building occupants.
 - Upgrade of the fire alarm system to provide greater fire detection coverage, ensuring early warning of fire to alert building occupants to facilitate a more efficient evacuation.
 - Installation of additional powered and / or new doors for segregation so as not to inhibit the circulation around the building day to day. New corridor, resource room and kitchenette doors will be held open but linked to the fire alarm, so they release and close on a fire alarm activation. Large timber final exit doors that are inward opening will be powered open on fire alarm activation to ensure the exit route is already open when staff leave the building.
 - Localised upgrades to the building structure and ventilation system will be undertaken to ensure fire stopping is complete, preventing the spread of fire.
267. Completion of these works increases the capacity of the building by 300 people when assessed in accordance with the relevant regulations. This additional

capacity has already been created through the recent refurbishment and reorganisation projects. Undertaking these further fire precautions works will allow the building to be safely occupied at the higher utilisation rates identified within the corporate office accommodation strategy. This ensures that the occupation of the building can be optimised, now and in the future, to support the further rationalisation of the office portfolio or future organisational growth and the delivery of the associated financial benefits.

268. Listed building consent has now been obtained and the works, which it is estimated will cost £590,000, are due to be tendered in the late autumn with a view to forming a contract and starting work on site towards the end of the calendar year. This report therefore requests that the scheme is added to the Capital Programme and approval to spend in 2019/20 is granted, to be funded from the Policy and Resources repair and maintenance budget.

Robert Mays School – Safe Route to School

269. As part of the Children's Services Tt2019 savings proposals, reductions in the cost of HtST were targeted through investment in infrastructure to create safe routes to school in areas where routes were considered unsafe and therefore required HtST to be provided to pupils; even if the distances to school were below the statutory levels.
270. A preliminary scheme had previously been drawn up for a safe route to Robert Mays School in Odiham that required works to be undertaken, both to the highway and to rights of way across Bartley Heath. The costs of these works were first estimated be around £350,000 in total, split over the ETE and Policy and Resources Capital Programme but funded from Children's Services cost of change reserve.
271. A more detailed design for the scheme has now been produced, modified to take account of greater structural changes to improve children's safety at the crossing point on the A287 near the Newlyn's Roundabout and an improved crossing point on Station Road, Hook, both of which were not part of the original design and are aimed at addressing parental concern.
272. This has increased the cost to around £600,000, which means that formal spend approval is required before the scheme can commence. This report therefore seeks capital scheme approval for spend up to £600,000 which will be met from Children's Services cost of change reserve.

Section Q: Commercial Strategy

273. The County Council's approach to the delivery of successive savings programmes has served it well, exploring areas of cost reduction, efficiency, IT enablement and other investment in service re-design and transformation to help make the required budget reductions.

274. This approach will continue alongside a commercial strategy which aims to generate more income in order to reduce the direct impact on services, either through charging for services or through the expansion of traded services to other organisations.
275. There are four main areas where the County Council has sought to generate additional income to help close the budget deficit:
- Charging users for the direct provision of services.
 - Investing money or using assets to generate a return.
 - Expanding traded services to other organisations.
 - Developing joint ventures that yield additional income or generate a return.
276. This approach has continued into the Tt2021 Programme and as part of the *Serving Hampshire – Balancing the Budget* consultation feedback, generating additional income was the most preferred option for helping to close the budget deficit.
277. The County Council's Commercial Strategy is set out in more detail in Appendix 10 and also explores what the County Council has been doing in each of these areas as part of its longer term financial strategy.
278. By building on its existing strengths, at the same time as looking for innovative (but low risk and sustainable) options for investment and utilisation of assets, the County Council has radically shifted its approach to income generation and the pursuit of commercial opportunities during the period of tight financial control. Once Tt2019 is fully delivered total commercial based activity will contribute around £140m to supporting the County Council's bottom line and to helping maintain high quality services, staff capacity and the retention of skills and technical expertise.
279. This has all been achieved through the pursuit of a range of initiatives targeting increased income generation but without over exposing the Council to excessive risk or considering radical changes that take the County Council into areas that are not its core business, or indeed pursuing more niche opportunities that simply do not offer with any confidence anything like the scale of income needed to merit the effort and upfront investment.
280. In particular, Members will be aware of the ongoing national debate around councils directly investing in individual properties, especially where this relates to retail units which are struggling as a result of the switch to online shopping. The County Council's tried and tested approach of investing in pooled property and other funds continues to provide good yields without exposing us to any of the risks associated with individual property ownership.
281. The County Council's approach of investing in pooled property funds is already providing significantly higher returns (4.35% last year) without the need to prudentially borrow, without the risk of owning individual properties itself and

with the security of a much larger and diverse portfolio than could be achieved on its own, even with our scale of investments.

282. Recent local examples would suggest that as a pure investment opportunity the returns from direct property investment are limited. Southampton City Council have recently invested £65m to earn a £1m or 1.54% net return. Whilst this might be part of a wider programme either for economic development or future major development opportunities, the reality is that had they invested £65m into a pooled property fund, they could have earned over £2.5m per annum based on the 3.85% earned last year.
283. While the organisation should and will continue to explore all further opportunities to extend these net incomes and identify new ones, it would be a grave error to reduce our planned targets for Tt2021 and beyond on the back of over ambitious or unsustainable income forecasts that would build significant risk into future financial plans.

Section R: Reserves Strategy

284. The County Council's Reserves Strategy, which is set out in Appendix 11, is now well rehearsed and continues to be one of the key factors that underpin our ability not only to provide funding for the transformation of services but also to give the time for changes to be properly planned, developed and safely implemented.
285. Reserves are available to support:
- Funding of the Capital Programme.
 - Investment in transformation.
 - Departmental budgets in the face of pressures and timing delays in the release of resources.
 - The overall revenue budget through the GER.
286. The County Council has made no secret of the fact that this deliberate strategy was expected to see reserves continue to increase during the period of tight financial control by the Government, although it was always recognised that the eventual planned use of the reserves would mean that a tipping point would come and we would expect to see reserves start to decline as they are put to the use in the way intended as part of the wider MTFS.
287. This tipping point has not yet arrived, and reserves increased at the end of 2018/19 as departments were able to add to their cost of change reserves through early delivery of Tt2019 savings. However, it is anticipated that they will begin to fall at the end of 2019/20 in view of the large scale investment required to deliver the County Council's transformation programmes and the level of cash flow support that will be required in the medium term.

288. In addition, while the overall level of reserves currently exceeds £0.6bn, it is important to consider the level of the available resources in the context of the scale and scope of the County Council’s operations and it is a stark fact that when expressed in terms of the number of days that usable reserves would sustain the authority for it would be less than 30. This highlights once again that reserves offer no long term solution to the financial challenges we face. Correctly used however, they do provide the time and capacity to properly plan, manage and implement change programmes as the County Council has demonstrated for many years now.

Grant Equalisation Reserve

289. The current strategy that the County Council operates works on the basis of a two-year cycle of delivering departmental savings to close the anticipated budget gap, providing the time and capacity to properly deliver major savings programmes every two years, with deficits in the intervening years being met from the GER. Building the provision within the GER will support the revenue position in future years, as set out in the MTFS, in order to give the County Council the time and capacity to implement the next phase of transformation to take us to 2021/22.

290. It has been agreed that where possible, the County Council will continue to direct spare one-off funding into the GER to maintain what is part of a successful strategy which has served it very well to date. Consequently, as part of budget setting in February, a number of additions totalling £29.9m were approved (over 2018/19 and 2019/20) to begin to make provision for the period beyond 2020 to support the two year savings cycle and to provide cash flow support to the Tt2021 Programme.

291. The following table summarises the forecast position for the GER taking into account the requirement to balance the budget in 2020/21 and to provide corporate funding to cash flow the next stage of transformation:

	GER
	£'000
Balance at 31/03/2018	74,870
2018/19 Original Draw Planned	(26,435)
Additions Approved February 2019	15,100
Addition Outturn 2018/19	1,466
Balance at 31/03/2019	65,001
Additions Approved February 2019	14,811
Further Budgeted Addition - MRP “Holiday”	21,000
Planned use:	
Cash Flow Tt2019	(40,000)
Cash Flow Tt2021	(32,000)
Interim Year 2020/21	(28,400)
Unallocated Balance	412

292. This will largely deplete the GER and therefore, where possible, the County Council must continue to direct spare one-off funding into the reserve as part of its overall longer term risk mitigation strategy.
293. Alongside this it is proposed that the GER is renamed to reflect the new financial landscape which sees the County Council receiving no Revenue Support Grant (RSG) from central government and to highlight its use to provide resources to bridge the interim year; allowing a two year cycle of delivering savings. The proposal is to reposition the reserve as the 'Budget Bridging Reserve' (BBR).

Section S: Strategy Beyond 2021/22

294. It is critical that during the next two years the County Council is not distracted from delivering the Tt2019 and Tt2021 Programmes, irrespective of the financial outlook in the years ahead which remains very uncertain. Any failure to deliver recurring sustainable savings to meet the targets set will only serve to worsen the position. Working on this basis a further programme of savings will be required for 2023/24 with a need to provide resources in 2022/23 to balance the budget in the interim year.
295. It has previously been highlighted that each year the County Council faces a shortfall to meet cost and demand pressures that historically were provided for by government. and the shortfall in the interim year of 2022/23 is forecast to be £40.2m. Given the BBR is effectively exhausted, as shown in paragraph 291 above, there is a requirement therefore to continue to build up resources in the reserve in the intervening period as insufficient funding is currently available to bridge the gap in this interim year. Failure to achieve this will put at risk the County Council's ability to continue with its successful financial strategy of delivering savings on a two year cycle.
296. At the time of publishing this report, the initial results of the triennial valuation of the Pension Fund are due to be released to individual scheduled bodies in the Fund (Hampshire, Southampton, Portsmouth and the 11 Hampshire districts) in the near future. Whilst no specific figures are therefore available for Hampshire, we have had sight of the initial overall results which are positive.
297. In 2016 the fund was around 80% funded, meaning that we had a deficit that needed to be recovered from employers over an extended period. The initial high level results for the 2019 valuation indicate that we could be between 95% and 98% funded following the improvement in investment returns over the period. At the time of writing the report, adjustments were still being made to take account of the McCloud judgement and the cost cap, but the overall position is still favourable.
298. In terms of the financial impact of this, we expect the future service rate to be in line with the allowances we have made within the current MTFs, but what the higher funding level does provide is the opportunity to reduce the past deficit payments that we are currently making. Allowing for the changes that are still

being worked through, we predict that there could be a saving in the County Council's past deficit contribution in the order of £10m to £15m per annum.

299. Whilst this is very positive, it must be set against the potential risk that with the uncertainty of Brexit and the wider impact on the national economic climate, the fund could fall back to previous levels by the next triennial valuation in 2022. If the County Council were to take this revenue saving into its baseline funding now, and the Fund were to decline over the period it would mean finding extra recurring revenue money at that stage (on top of any Tt2021 successor programme) to plug a potential deficit position.
300. With this in mind, and considering the need to fund a £40.2m gap for the 2022/23 interim year (as outlined in paragraph 295), it is recommended that savings arising from the favourable 2019 Pension Fund valuation be used to top up the BBR in the intervening period. If by the 2022 valuation the returns have been maintained and stabilised (by which time we should also have more certainty about the financial outlook for the County Council) the additional revenue can be factored into the MTFs at that point in time.
301. Looking at the wider MTFs, whilst we have greater certainty for the coming financial year following the announcement of SR2019, there remains a lack of detail around the Government's intentions beyond 2020/21. In 2020 it is hoped that there will be further clarity around the future funding position which will allow us to refine this position, but we will lobby the Government for rolling multi-year settlements to avoid the cliff edge we face at the end of every CSR period. What is clear though is that any successor programme will need to be delivered within a two year window as continuing to provide large scale corporate support will not be possible based on our current knowledge of the financial landscape ahead.
302. The time to consider the wider strategy for tackling the next phase of savings beyond 2021/22 will be when we have a clearer picture of the financial landscape for local government and when we consider there is sufficient traction and delivery on the Tt2021 Programme, since achievement of that programme, alongside delivery of the remainder of the Tt2019 Programme, is crucial to the financial position of the County Council. It is anticipated that this will be in the second half of 2020.

Section T: Financial Resilience and Sustainability

303. Financial resilience describes the ability of local authorities to remain viable, stable and effective in the medium to long term in the face of pressures from growing demand, tightening funding and an increasingly complex and unpredictable financial environment.
304. In the current environment in which local authorities are operating, achieving financial resilience is a challenge for all and CIPFA have called on councils to watch out for signs of financial stress. In its report entitled "Building Financial Resilience" CIPFA identified five key 'symptoms' of financial stress as follows:

- Running down reserves / a rapid decline in reserves. By definition using up reserves to avoid cuts can only provide temporary relief.
 - A failure to plan and deliver savings in service provision to ensure the council lives within its resources.
 - Shortening medium term financial planning horizons, perhaps from three or four years to two or even one. A failure to plan ahead could indicate a lack of strategic thinking and an unwillingness to confront tough decisions.
 - A lack of firm objectives for savings - greater 'still to be found' gaps in saving plans. Now, not only are planning horizons shortening, but some authorities have only specified how savings will be achieved for the next financial year and even then, there may be some with targets rather than firm plans.
 - A growing tendency for departments to have unplanned over spends and / or carry forward undelivered saving into the following year. As well as creating a need for greater cuts in subsequent years, unplanned over spends are a sign that an authority is struggling to translate its policy decisions into actions.
305. CIPFA have highlighted key areas of focus to support financial resilience and these echo the approach taken to date by the County Council and continued in the plans to take us to 2022/23. These include getting routine financial management right, having clear and realistic plans for the delivery of savings which are monitored and underpinned by adequate investment and managing reserves sensibly to 'cushion' the delivery of a transformation programme over the medium term.
306. In addition, the report highlights the danger, in the relentless search for savings, of focusing on the "gap" still to be found while failing to take the actions necessary to ensure all the agreed savings have been delivered. The County Council is alert to this potential danger and for Tt2019, and to an even greater extent Tt2021, will be taking a very measured approach to the timing of moving focus from one transformation programme to the next. In addition, the added challenge of running two transformation programmes alongside each other for a time is recognised and robust management and monitoring arrangements are in place.
307. Following the events in Northamptonshire and a heightened national focus on the finances of local government more generally, CIPFA also produced a Financial Resilience Index (FRI) towards the end of 2018. The index uses a range of financial information and other factors to generate a series of measures against which all authorities are 'stress tested'. Whilst the results were not available for publication, the information for the first year was provided to Chief Financial Officers. This information reflected what we already know about the financial sustainability of the County Council and informed the Section 25 Report included in the [Revenue Budget and Precept 2019/20](#) Report.

308. Further to this, CIPFA has recently consulted on a Financial Management Code (CIPFA FM Code) which is designed to support good practice in financial management and to assist local authorities in demonstrating their financial sustainability. The Code which is due to be published in the autumn is consistent with other successful CIPFA codes and statements in being based on principles rather than prescription.
309. It is anticipated that local authorities will be required to apply the requirements of the CIPFA FM Code with effect from 1 April 2020. This means that to enable the 2020/21 budget to have been prepared in compliance with the CIPFA FM Code significant elements will have to be adopted before April 2020. More detail will therefore be included in the Revenue Budget and Precept 2020/21 report in February 2020 to explain the CIPFA FM Code and its application and to demonstrate how the County Council effectively meets the requirements.
310. Despite the relentless financial pressure and need to deliver savings, the County Council has demonstrated year after year its ability to not only follow through on its agreed strategy but also to respond to unforeseen pressures and invest in service improvements and capital spending where it is felt necessary - this report being a prime example of all of these things.
311. It also, exceptionally, continues to serve the people of Hampshire with the highest quality of services, with the vast majority of external assessments continuing to show Hampshire's performance to be at least top quartile.
312. At the same time the County Council must not become complacent and must maintain its financial discipline both within the current year and in developing and delivering savings for the future.
313. As difficult as the next phase of activity is likely to be it is still worth reminding ourselves that the County Council remains in a relatively strong financial position, especially in comparison to other upper tier authorities, delivering on its change programmes, keeping within cash limits and having the financial capacity to invest in the transformation of continually high performing services. However, as we have highlighted repeatedly in this MTFS if we are to remain financially sustainable beyond 2021/22 there needs to be a significant change in the way in which growth in adults' and children's social care is funded, since it is not possible to sustain that growth in demand and cost indefinitely.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

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

Other Significant Links

Links to previous Member decisions:	
<u>Title</u>	<u>Date</u>
Transformation to 2021 – Revenue Savings Proposals - Executive Member for Public Health	16 September 2019
Transformation to 2021 – Revenue Savings Proposals - Executive Member for Adult Social Care and Public Health	16 September 2019
Transformation to 2021 – Revenue Savings Proposals - Executive Member for Economy, Transport and Environment	17 September 2019
Transformation to 2021 – Revenue Savings Proposals - Executive Lead Member for Children’s Services and Young People	18 September 2019
Transformation to 2021 – Revenue Savings Proposals Executive Member for Recreation and Heritage	19 September 2019
Transformation to 2021 – Revenue Savings Proposals Executive Member for Countryside and Rural Affairs	19 September 2019
Transformation to 2021 – Revenue Savings Proposals Executive Member for Policy and Resources	24 September 2019
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>
Section 100 D - Local Government Act 1972 - background documents	
<p>The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)</p>	
<u>Document</u>	<u>Location</u>
None	

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

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

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

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

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

2. Equalities Impact Assessment:

Given that this report deals with a large number of options and proposals for savings as part of the Transformation to 2021 Programme, the individual EIAs have been appended to this report to aid the decision making process.

This page is intentionally left blank

Children's Services Demand Projections and Financial Resilience to 2022/23

1. Introduction

- 1.1 Both nationally and locally pressures relating to the costs (and numbers) of Children Looked After (CLA) continue to grow.
- 1.2 After a period of relative stability in the 1990s, the number of children that need to be looked after by the state because of neglect and abuse has risen since the mid 2000s. In the period from 2008/9 onwards this has been nationally at around the rate of 5% per year. The Association of Directors of Children's Services (ADCS) has been tracking this increase and the correlating increase in child protection and safeguarding:
<https://adcs.org.uk/safeguarding/article/safeguarding-pressures-phase-6>
- 1.3 There has been growth of 6.4% in the 0-17 population in England over the last ten years which will account for some, but not all, of the increase in demand for services. This is predicted to increase further.
- 1.4 There is a predicted decrease in the 18-24 population of 7% between 2016 and 2025, although it is expected that the numbers of young people who are supported by children's services will increase. This will be driven by the increase in numbers of CLA, including Unaccompanied Asylum Seeking Children (UASC), who go on to become care leavers, and the number of children with Education Health and Care plans which continue until the age of 25.

2 Trends and Performance

- 2.1 Whilst rates of increase have varied across the range of local authorities there is no obvious pattern to be discerned, only that relative rates of increase are often determined by historical rates of children in care (historically too low / too high) and in particular exposure to either a high profile child death (leading to less risk in decision making) or an inadequate Ofsted judgement (ditto).
- 2.2 In both cases local authorities have had to pay a significant premium for the cost of failure, although it should be noted that for most of these authorities they then have a significant 'cushion' when it comes to making savings.
- 2.3 Authorities that have maintained an Ofsted rating of 'Good' or better over the period 2008 to 2017, such as Hampshire, are few and far between and their costs tend to be lower given that there has been no premium to pay for failure.
- 2.4 In April 2019 Hampshire Children's Services were inspected by Ofsted and judged 'Outstanding' across all domains, making the service top performing nationally. Ofsted noted 'Strong political and corporate support and well-targeted financial investment have helped the leadership team to implement an ambitious transformation programme. This has created the capacity, training and infrastructure to enable social workers to engage more purposefully with children and their families.'
- 2.5 The national increase in the number of children in care has been driven by a number of factors about which there is a broad consensus:
 - A much better awareness and identification of child abuse and neglect from a range of partners.

- The better application of consistent thresholds to receive help as a result of government statutory guidance ('Working Together to Safeguard Children').
- A growing professional aversion to risk from partners driven by national child care scandals ('I don't want it to be me...').
- Some evidence of the impact of recession and austerity on families, particularly in respect of the so called 'trigger trio' for adults who are parents. This includes domestic abuse, adult substance misuse and adult mental ill-health.
- Greater awareness of abuse such as child sexual exploitation, child criminal exploitation and online abuse.
- The creation of a number of new policy initiatives such as 'staying put' which allow teenagers to stay in their foster care placements.
- Children remanded to custody being treated by law as children in care.
- A range of new legal processes such as the 'public law outline' which drive local authorities to put far more case decisions before the family courts.
- A drive by the courts for all cases to conclude within 26 weeks.
- Policy drivers such as the national redistribution of UASC arriving from overseas.

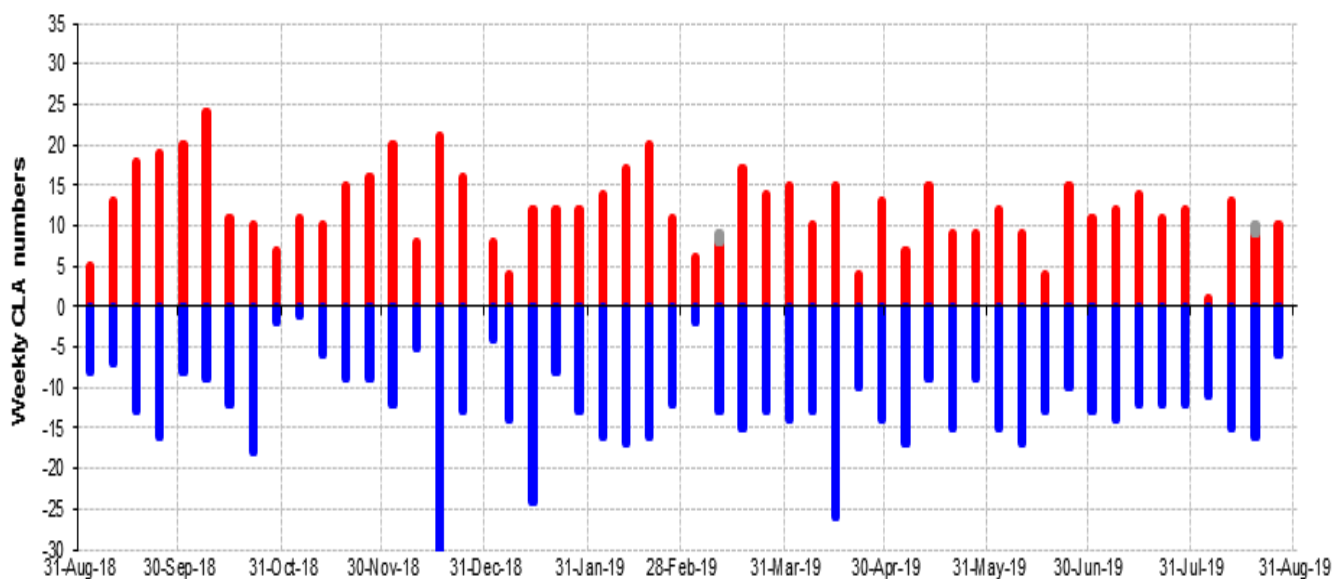
2.6 All of these policy initiatives and changes are arguably good things, but they have, it is argued, led to higher rates of awareness and activity across a wider range of risk factors leading to higher numbers of children in care both nationally and in Hampshire.

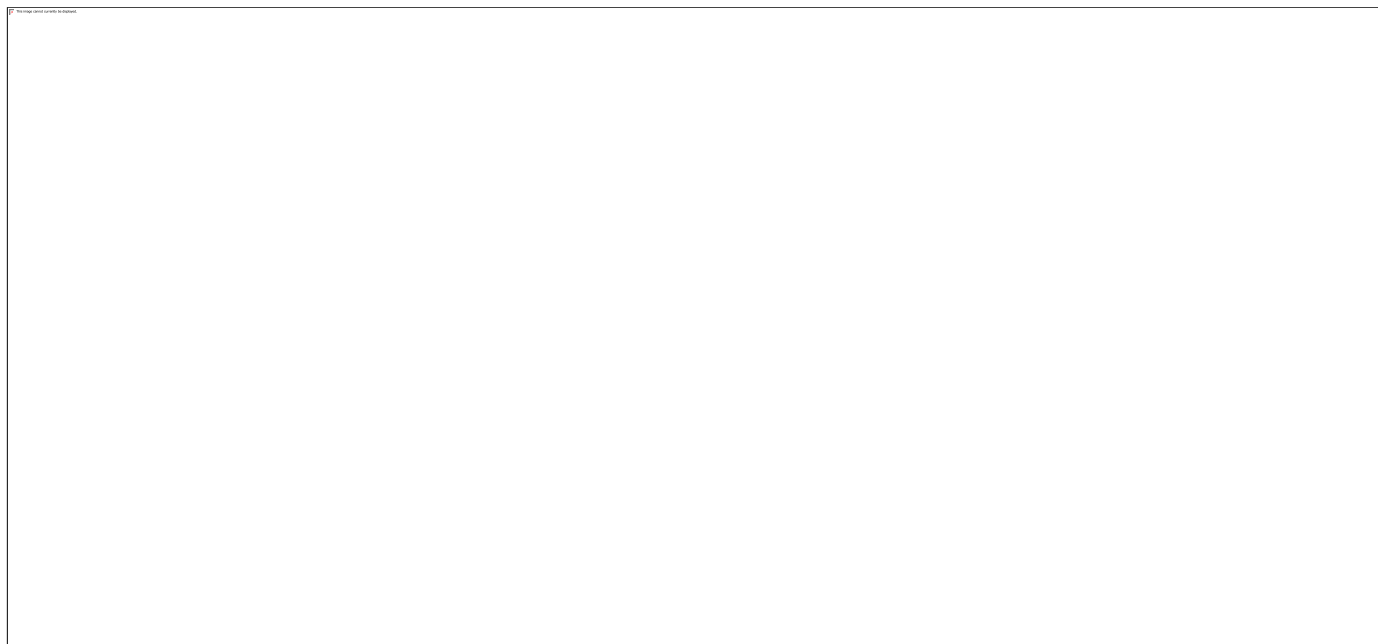
3 Placement Turnover

- 3.1 It should also be explained that the number of children in the care of the local authority is never a static figure. Every week, indeed most days, children are coming into our care but equally as important, children leave our care. Every decision to take a child into care is carefully considered and there is a 'triple lock' of accountable decision making.
- 3.2 Initially, the social worker may have concerns about neglect or abuse of a child based on a risk assessment. If the social worker is sufficiently concerned then they will request that their team manager review the case and, if there are no viable family alternatives, that the child is placed in the care of the local authority in order to protect them. If the team manager agrees then this decision is reviewed by the District Manager to ensure that the decision is sound, the right one for the child and that all alternatives have been exhausted.
- 3.3 At this point there are only two options that can effectively be pursued: either the child can be placed within local authority care with the agreement of parents (under Section 20 of the Children Act) or the local authority must apply immediately to the court for an interim Care Order in order to safeguard and place the child.

- 3.4 In the court arena the local authority's decision making is further scrutinised. Around 70% of placements are now made via the courts, a reversal of the situation of a few years ago, due to several practice rulings by the higher courts: supremecourt.uk/cases/2016-0013-judgment.
- 3.5 It should be noted that children's social care also has a gatekeeping panel to agree the non-emergency admission of children into care. This panel will include partner agencies and will look to time limit periods of accommodation with all agencies contributing to the plan to support the child returning home.
- 3.6 Children also leave care most days. Often this is because they have become 18 and are classified as 'care leavers' and will be entitled to ongoing financial and practical support from the local authority. This point about ongoing financial support for care leavers is another area where an undoubtedly positive policy development has led to significant additional costs for the local authority which has now become an ongoing financial pressure. Carefully considered and planned reunification of children to their families occurs almost daily, adding to the churn of children in care.
- 3.7 New legislation which came into effect from April 2018 extended the local authority's responsibility for care leavers until they are 25 years old. Other children are adopted (and thus leave the care of the state) and some, particularly teenagers, return home or go to live with a family member under an arrangement such as a special guardianship order which still has a cost associated with it because of the local authority's duty to financially support such arrangements.
- 3.8 Thus, the number of children in care at any one time is always a net figure reflecting new entrants and leavers. Over time the figure can be better understood as the charts below show:

Weekly New and Ended CLA - Month End Totals





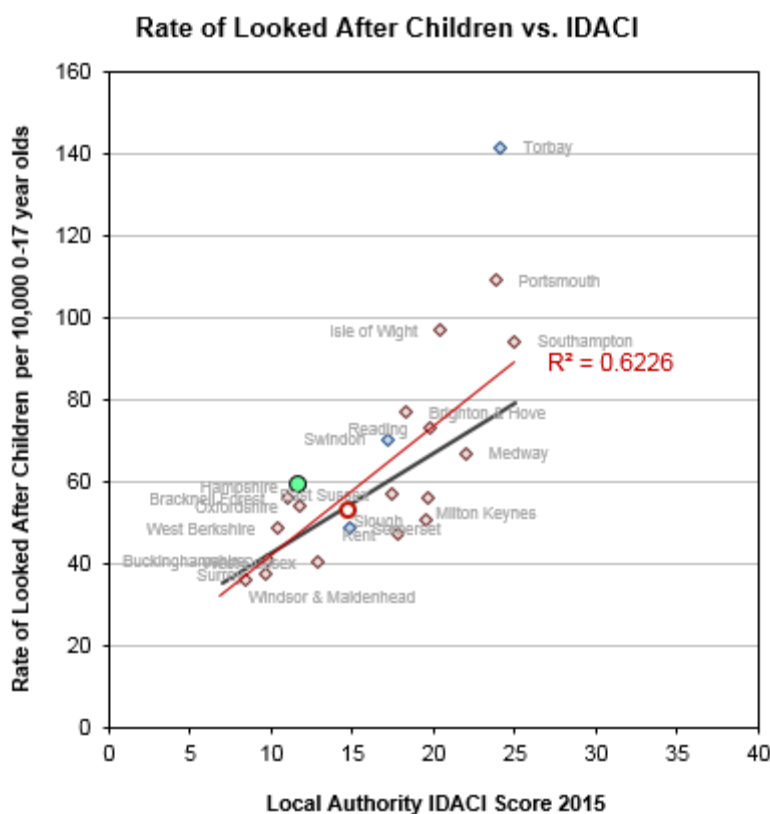
4 Translating Numbers of Placements into Costs

- 4.1 Historically, officers have always tracked the number of children in care as a proxy measure for total spend. There has been a long established approximation that the 'cost' of a child in care is in the region of £60,000 per annum.
- 4.2 Previous detailed trend analysis work undertaken during a period of significant increases in the number of CLA led to recurring base budget increases in Children's Services of £12.5m in 2015/16 and £9.5m in 2017/18 as well as a further £7.2m allocated for 2017/18 to balance the year end position. 2018/19 saw an additional allocation of £9.7m.
- 4.3 As reported to Members previously, the projections of the growth in the costs of CLA used to baseline corporate funding, were based on a wide range of assumptions and predictions and given the volatile nature of these areas, a requirement to continue to monitor activity and spend closely was recognised. This continued monitoring undertaken by Finance staff and Children's Services colleagues has informed a further review of the recurring funding previously agreed. Updated projections indicate that there will be growing financial pressure over and above the £13.5m that was previously anticipated in 2019/20 of around an extra £4.6m if the growth continues at the same rate for the remainder of the year.
- 4.4 The costs in these estimations are an average of the direct costs of care (i.e. they do not include the costs of social workers, administration etc.). There are a number of types of care placement, the most common of which is a placement with a local authority recruited and trained foster carer. This tends to be the cheapest option at an average of £354 per week. A mixed market applies in fostering and there are numerous Independent Fostering Agencies (IFAs) that supply placements, sometimes specialist or niche placements, usually at a higher average cost of £889 per week.
- 4.5 Similarly, there are in-house residential placements and independent residential placements – this latter category being the most expensive at a current average

- of £4,004 per week. There are also a variety of other arrangements, in particular children in care who are placed at home with a parent or family member as part of a reunification plan; this arrangement is becoming more frequent (see below).
- 4.6 The vast majority of children in care are in foster care (over 70%) with the smallest proportion in residential care (around 10%). However, it is this latter category that is the most expensive. Almost all of the children in these placements (who are not disabled children) will be teenagers – the ‘troubled and troublesome’ category.
 - 4.7 Given that the national number of children in care has increased incrementally and significantly over the last decade, it should not be a surprise that nationally, demand has outstripped supply and that prices in the independent sector have risen. Significant effort and intelligence has been applied to reducing the costs of contracts with the independent sector as part of Transformation to 2017 (Tt2017) and further work as part of Transformation to 2019 (Tt2019). However there is undoubtedly an element of swimming against the tide on this issue.
 - 4.8 National work has recently looked at trying to better understand the changing nature of residential care homes and the independent fostering markets in terms of quality and cost, as well as availability. This indicates that private equity is driving rapid changes in the ownership, financial models and service delivery. It has also identified significant structural challenges in regulating and monitoring providers operating at scale.
 - 4.9 Key findings from this work suggest, private equity firms are funded by borrowing, significant shareholder dividends are being paid and consolidation is reducing capacity rather than increasing it. This is a concern both in terms of value and levels of risk in the system.
 - 4.10 A recent BBC news item reported on recent analysis showing that three groups (Hedge Funds) account for 45% of funds spent on independent fostering by English councils. This is clearly driving prices even higher. <https://www.bbc.co.uk/news/uk-england-49450405>. In Hampshire we have been able to limit our spend with these three groups to 32% of IFA spend, significantly below the national average.
 - 4.11 New analysis from the Local Government Association (LGA) has shown that councils budgeted for an additional £522m in 2018/19 for children’s social care. Despite this, Councils spent £770m more than planned. Significant government funding cuts, rising demand for child protection services and increasing costs means that budgets cannot keep up.
 - 4.12 It goes on to say that there are up to 1,796 referrals made to council’s children’s social care every day and that pressure on upper tier authorities from children’s and adults’ social care growth are two of the highest profile issues (along with Special Education Needs funding) on which many authorities, including Hampshire have been consistently lobbying the Government on for some time.
 - 4.13 The Government announced a one year Spending Round (SR2019) on 4 September this year and additional funding was provided for all three areas, which is set out in more detail in the main Medium Term Financial Strategy (MTFS) report. Whilst this funding is welcome and helps to address some of the current pressures we face, it is important that this is reflected in the multi-year

Spending Review due to take place next year, which will need to address the year on year growth in these areas.

- 4.14 The increasing complexity of the children coming into the care system has meant additional costs associated with their placements. As above, demand for placements outstrips supply and this is particularly the case with the most complex and troubled teenagers, who frequently require more intensive residential placements. The costs of those placements continue to rise year on year. Significant work is carried out by our Placement Commissioning team (such as working through framework contracts and contract specification) to ensure that Hampshire achieves the best value that it can in what is an 'overheated' market.
- 4.15 The net number of children in care has been a useful indicator in the past with regards to costs of placements to the County Council and has been used to forecast future costs with some reliability. Alongside this forecasting, considerable efforts have been made to safely reduce the number of children in care although it should be noted that in the thorough Ofsted inspection earlier this year, the regulator noted that 'Tenacious and creative work is undertaken to support children to safely remain in the care of their families wherever possible. Appropriate and well-balanced decisions concerning children who do come into care are informed by thoughtful and rigorous management oversight'.
- 4.16 This is supported by last year's annual benchmarking data which showed that the rate of children in care per 10,000 of the child population in Hampshire is at 56, significantly below the England average of 64 and close to the 'expected rate' when adjusted for Income Deprivation Affecting Children Index (IDACI) - see 2018/19 graph below:



- 4.17 A key measure taken to safely reduce the number of children in care has been through Hampshire's transformation programme, which underpins the Department's Tt2019 target reduction in CLA costs of £18m.
- 4.18 We have developed and rolled out in depth training in the 'Hampshire Approach', a resilience, strengths-based way of working with families grounded on academic research. In support of the 'Hampshire Approach', we have developed an online toolkit that provides the tools and resources staff need to work with children and families to enable the best possible outcomes.
- 4.19 To ensure we are able to put the right support around the family and do so in a way that is sustainable in the long term, we are creating a multi-disciplinary service that makes the best use of the collective resources available for children and their families. To achieve this, we have needed to work closely with those that commission or provide other services to build a shared, joint understanding of how we can collectively work for children and families in Hampshire.
- 4.20 As part of the transformation programme there was a recognition that social workers need the capacity to develop meaningful relationships with families to then use the new tools to effect long term change and help more children stay safely at home. A £6.6m corporate investment in new social worker posts is reducing the caseloads of social workers and enabling them to deliver these new interventions. The early evidence is encouraging since the model was first rolled out in March 2019. Since that time the numbers of children in care have reduced and are now lower than they were in September 2018. This is the first time in several years we have seen a month on month reduction of children in care numbers. As a cautionary note, the new model of social work practice is still in its early stages, but the signs are positive.
- 4.21 Ofsted commented in the April 2019 inspection; 'A highly successful large-scale transformation programme has included the creation of additional social work posts and an innovative pathway of support for newly qualified social workers. The implementation of children's assessment and safeguarding teams (CAST) and specialist multi-disciplinary teams supports an increasingly holistic approach to children's needs.'
- 4.22 It is anticipated that by implementing this new approach the numbers of children in the care of the local authority will reduce, albeit that there will be demographic growth and the continued national 5% increase in the number of children in care. Given the size and scale of the changes required it is anticipated the required budget reductions will not be achieved until 2021/22, but there also remains the risk that the increasing cost of average placements, particularly in the IFA sector, will reduce the ultimate level of savings achieved, even if the target reduction in overall CLA numbers is met.

5 Future Projections

- 5.1 Between 31 March 2018 and 31 March 2019 there was a net increase of 72 children in care. However, since the planned introduction of the 'Hampshire Approach' in October 2018 there has been a sustained decrease in the numbers. This is very encouraging with regards to the impact of the transformation programme.

- 5.2 Of the 72, 25 were UASC. Firstly, the Government's national redistribution of UASC from France and some local authorities with higher than 0.07% UASC, which commenced in 2016, has seen Hampshire accepting additional children over the past two and a half years. This trend is set to continue longer term.
- 5.3 Whilst the government set target of 0.7% child population rate for UASC equates to 197 UASC for Hampshire, the average age of unaccompanied children being received is 17, meaning they quickly qualify as care leavers and then do not count against the 197 target. UASC now account for over 8% of the children in care population and over 20% of the care leaver population which is a significant increase from UASC making up 12% of the care leaver cohort in 2017/18. The Government has offered additional funding for these children but data from ADCS ('Safeguarding Pressures Phase 5 – Special Thematic Report on Unaccompanied Asylum Seeking and Refugee Children', November 2016) indicates that this meets only around 50% of the actual costs.
- 5.4 The second reason is the increase (driven by changes in case law) in the number of children subject to interim Care Orders but who are placed with parents under the supervision of the courts. There have been 128 such cases in the last six months, the rate prior to 2016 being negligible. In fact, the costs for these children are much less than those in other forms of care as there are effectively no placement costs. Therefore, these two factors account for a significant percentage of the increase of 72. The key point here is that although the numbers have increased the relationship between the net number and the overall cost projection is fractured when compared to past predictive models.
- 5.5 The model is further fractured when the types of placement available are taken into account. The flow of UASCs into the looked after system has strained placement resources nationally, and increasingly fewer IFA placements are available, forcing other placements to be made in higher cost residential settings. Of note is the fact that IFAs increasingly want to receive UASCs, as in the main they present less challenges for their foster carers given the children want to be in care. This then drives a number of local children into higher cost provision, such as Non-County Placements (NCP), simply because of the diminishing level of fostering resource that is available.
- 5.6 Two obvious conclusions can be drawn from this. Firstly, that cost prediction models for children in care are very complex and it is difficult to be able to take account of developing issues. Secondly, that significant resource and capability is applied to reshape the way in which social work with children is carried out to achieve more resilience within families in order that fewer children, especially teenagers who now constitute around 40% of the cohort of children in care, need to enter the care system; and to bear down on the costs of care placements.
- 5.7 Following the unfavourable movements in CLA numbers that started in the summer of 2016, significant work has been undertaken to develop a more appropriate costing model to inform the budget for 2018 to 2023. Children's Services staff have worked with Finance colleagues to model scenarios that take into account the changing landscape and the impact that this has on the overall number and mix of placements. Key to this is understanding the market for the different types of placements and how these align to the types of care placements needed (i.e. how supply and demand interact and the consequences for prices / costs).

- 5.8 Clearly with so many variables and unknown factors it is impossible to ever predict future trends with certainty.
- 5.9 Activity and cost predictions provided by Children's Services on a 'central case' basis indicate that CLA costs will continue to exceed the available budget and require significant further investment. An additional investment of corporate funding for 2019/20 of £13.5m, £8.6m for 2020/21 and £10.3m in 2021/22 has previously been approved through Cabinet.
- 5.10 All forecasting is being closely monitored and a refresh of the data has indicated a further funding requirement of £9.9m from 2019/20 to 2022/23. This has been factored into the MTFS and the Tt2021 forecasts and whilst the additional government funding in 2020/21 helps to meet these additional costs, the overall changes to the budget still indicate that savings of £80m will be required over the two year period.

6 Legal Costs

- 6.1 Inevitably, the volume of cases that are being dealt with by the Department and the greater number of these that are processed through the courts has impacted on the value of legal fees that are paid on a year by year basis.
- 6.2 An increase of £350,000 per annum was added as part of a previous update to the MTFS, but future forecasts show an increase in annual costs of around £1.7m. Children's Services is implementing some changes to the way in which it deals with the impact of legal costs, but it is still thought that an increase of around a further £1m per annum is required going forward. This has also been factored into the updated MTFS figures and will be built in as part of the budget setting process for 2020/21.

7 Care Leavers

- 7.1 Finally, attention needs to be drawn to the budget for care leavers. It is an obvious point that if we have had more children in care since 2008 then we will have more young people entitled to care leaver support. There are 664 care leavers aged 18 and over currently receiving a service from Hampshire Children's Services. As referenced at paragraph, 5.3, UASC make up over 20% of the care leaver cohort.
- 7.2 An analysis of the Local Authority's financial responsibilities towards care leavers highlights a wide set of statutory responsibilities covered by the relevant Legislation and Guidance. There is a requirement to:
- Provide and maintain suitable accommodation.
 - Provide a bursary to care leavers going to higher education.
 - To give a personal allowance, whilst a benefit claim is being processed.
 - To support education, employment and training expenses including travel.
 - To give a Setting-up Home allowance, up to £2,000 per care leaver.
 - Specific requirements for care leavers whilst in custody.

- Responsibilities towards UASC care leavers who have “All Rights Exhausted” and therefore require funding for all aspects of their living arrangements.
- 7.3 There are also varying degrees of expectation and guidance that add to the financial burden regarding payments that could be described as discretionary. Many of these payments can be categorised as best practice in terms of corporate parenting.
- 7.4 In addition, the new extended duties for care leavers up to the age of 25 will further drive up this number and the associated spend. This group of young people receive support from a dedicated Care Leavers service, with every young person having an allocated Personal Adviser whose responsibility is to keep in touch, to ensure that the young person is supported to access and maintain suitable accommodation and is engaged in meaningful employment, education or training, including support to access apprenticeships, and higher and further education
- 7.5 A particular challenge in Hampshire currently is to identify and support young people in accessing suitable accommodation, particularly where young people need additional support to live independently. Several new pilots are being tested with the aim of better meeting the needs of care leavers and subject to the outcomes of the pilots, the approach will be rolled out across the county.
- 7.6 In overall terms, the impact of these changes is already affecting the budget for Children’s Services. Following a detailed review of costs, £1m was added to the budget to 2017/18 to address these pressures, in conjunction with work to provide efficiencies and reduce costs. Further work is required to model potential costs for next year due to the extended duties to care leavers up to the age of 25 while longer term solutions are developed.

Treasury Management Mid-Year Monitoring 2019/20

1. Purpose

- 1.1. The County Council has adopted the key recommendations of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code), last updated in 2017. The CIPFA Code requires the County Council to approve a treasury management strategy before the start of the year and a semi-annual and annual treasury outturn report.

2. External Context

- 2.1. The following section outlines the key economic themes currently in the UK against which investment and borrowing decisions have been made in the year to date.

Economic Commentary

- 2.2. UK Consumer Price Inflation (CPI) for June 2019 was 2.0% year on year, coming in at consensus and meeting the Bank of England's inflation target.
- 2.3. Labour market data for the three months to May 2019 showed the unemployment rate remained at a low of 3.8% while the employment rate of 76.0% dipped by 0.1%, the first quarterly decrease since June to August 2018. Once adjusted for inflation, real wages were up 1.7% on an annual basis as wages continue to rise steadily and provide some upward pressure on general inflation.
- 2.4. There was a rise in quarterly Gross Domestic Product (GDP) growth in the first calendar quarter for 2019 from 0.2% in Quarter 4 2018 to 0.5%, with stockpiling ahead of the expected March 2019 Brexit date distorting data. Production and construction registered positive output and growth in the period, however at the end of June 2019, seasonally adjusted Markit UK Construction Purchasing Manager's Index (PMI) logged a record-low figure of 43.1, suggesting that construction has suffered the largest contraction in output since April 2009. GDP growth was 1.8% year/year, however with the service sector slowing and a weaker global backdrop the outlook was for subdued growth.
- 2.5. In early July, the Bank of England Governor Mark Carney signalled a major shift to the Bank's rhetoric and increased the possibility of interest rate cuts, however the Monetary Policy Committee (MPC) voted unanimously to maintain the official Bank Rate at 0.75% at the September 2019 meeting.
- 2.6. Globally, the European Central Bank cut its deposit rate by 10 basis points (bps) in September 2019 alongside announcing another round of stimulus, which was closely followed by a 25bps cut by the US Federal Reserve.

Financial markets

- 2.7. Markets have rallied since the beginning of 2019, and the FTSE 100 was up over 10% in pure price terms for the first 6 months of the calendar year, with most of the gains achieved in the first quarter of the calendar year.
- 2.8. Gilt yields continued to display significant volatility over the period on the back of ongoing economic and political uncertainty in the UK and Europe. Gilt yields fell, with the 5-year benchmark gilt yield falling from 0.75% at the start of April to 0.63% at the end of June. There were falls in the 10-year and 20-year gilts over the same period dropping from 1.00% to 0.83% and from 1.47% to 1.35% respectively. Money markets rates stabilised with 1-month, 3-month and 12-month LIBID (London Interbank Bid) rates averaging 0.60%, 0.68% and 0.92% respectively over the period.
- 2.9. Recent activity in the bond markets and Public Works Loan Board (PWLB) interest rates highlight that weaker economic growth is not just a UK phenomenon but a global risk. The US yield curve inverted (10-year Treasury yields were lower than US 3-month money market rates) in March 2019 and this relationship remained and broadened throughout the period. History has shown that a recession has not been far behind a yield curve inversion.
- 2.10. Germany sold 10-year Bunds at -0.24% in June, the lowest yield on record. Bund yields had been trading at record lows in the secondary market for some time, however the negative yield in the primary market suggests that if investors were to hold until maturity, they are guaranteed to sustain a loss - highlighting the uncertain outlook for Europe's economy.

Credit background

- 2.11. Credit Default Swap (CDS) spreads fell slightly across the board during the quarter, continuing to remain low in historical terms. After hitting around 97bps at the start of the period, the spread on non-ringfenced bank NatWest Markets PLC fell back to around 82bps at the end of June, while for the ringfenced entity, National Westminster Bank PLC, the spread fell from 67bps to 58bps. The other main UK banks, as yet not separated into ringfenced and non-ringfenced from a CDS perspective, traded between 28 and 59bps at the end of the period.
- 2.12. Standard & Poor's (S&P) upgraded RBS Group and its subsidiaries, raising the long-term issuer ratings by one notch due to RBS Group's strengthened credit fundamentals following a long period of restructuring. S&P believes the group and its subsidiaries have enhanced their capacity to manage the current UK political and economic uncertainties.
- 2.13. There were minimal other credit rating changes during the period to the end of June 2019. Moody's revised the outlook on Barclays Bank PLC to positive from stable and also revised the outlook to stable from negative for Goldman Sachs International Bank.

Outlook for the Remainder of 2019/20

- 2.14. Having increased interest rates by 0.25% in November 2018 to 0.75%, the Bank of England's MPC is now expected to maintain Bank Rate at this level

for the foreseeable future. There are, however, upside and downside risks to this forecast, dependant on Brexit outcomes and the evolution of the global economy.

- 2.15. With the downside risks to the UK economy growing and little likelihood of current global trade tensions being resolved imminently and global growth recovering soon thereafter, our treasury advisor Arlingclose's central forecast is for that the Bank of England's MPC will maintain Bank Rate at 0.75% but will stand ready to cut rates should the Brexit process engender more uncertainty for business and consumer confidence and for economic activity.

	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22
Official Bank Rate													
Upside risk	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Arlingclose Central Case	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Downside risk	0.00	0.50	0.50	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75

- 2.16. Gilt yields have fallen to recent lows. Resolution of global political uncertainty would see yields rise but volatility arising from both economic and political events continue to offer longer-term borrowing opportunities for those clients looking to lock in some interest rate certainty.

3. Local Context

- 3.1. On 31 March 2019, the County Council had net borrowing of £34.4m arising from financing its historical capital programme. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors are summarised in Table 1 below:

Table 1: Balance Sheet Summary

	31/03/19 Balance £m
CFR	(780.9)
Less: Other debt liabilities*	157.0
Borrowing CFR	(623.9)
Less: resources for investment	589.5
Net Borrowing	(34.4)

* PFI liabilities that form part of the County Council's total debt

- 3.2. The County Council's current strategy is to maintain borrowing and investments below their underlying levels, referred to as internal borrowing, to reduce risk and keep interest costs low. The treasury management position at 31 August 2019 and the movement since 31 March 2019 is shown in Table 2 below:

Table 2: Treasury Management Summary

	31/03/19 Balance £m	Movement £m	31/08/19 Balance £m	31/08/19 Rate 0%
Long-term borrowing	(271.3)	1.0	(270.3)	4.62
Short-term borrowing	(9.1)	0.5	(8.6)	4.27
Total Borrowing	(280.4)	1.5	(278.9)	4.61
Long-term investments	342.3	(40.1)	302.2	3.19
Short-term investments	184.0	60.6	244.6	1.03
Cash and cash equivalents	56.3	(18.3)	38.0	0.74
Total Investments	582.6	2.2	584.8	2.13
Net Investments	302.2	3.7	305.9	

Note: The figures in the table above are from the balance sheet in the County Council's Statement of Accounts, but adjusted to exclude operational cash, accrued interest and other accounting adjustments

- 3.3. The increase in net investments of £3.7m shown in Table 2 above reflects the combination of repayment of PWLB borrowing of £1.5m and a small increase in investment balances of £2.2m.
- 3.4. The repayment of borrowing is in line with the County Council's policy on internal borrowing. The increase in total investments reflects the fact that the balance at 31 March is typically the lowest of the year, due to many government grants being front loaded.

Borrowing Activity

- 3.5. At 31 August 2019 the County Council held £278.9m of loans (a decrease of £1.5m from 31 March 2019) as part of its strategy for funding previous years' capital programmes. The position at the 31 August and the year-end treasury management borrowing position are summarised in Table 3 below:

Table 3: Borrowing Position

	31/03/19 Balance £m	Net Movement £m	31/08/19 Balance £m	31/08/19 Weighted Average Rate %	31/08/19 Weighted Average Maturity Years
Public Works Loan Board	235.6	(1.5)	234.1	4.71	11.4
Banks (LOBO)	20.0	0	20.0	4.76	13.9
Other (fixed term)	24.8	0	24.8	3.54	17.5
Total Borrowing	280.4	(1.5)	278.9	4.61	12.1

Note: the figures in the table above at 31 March 2019 are from the balance sheet in the County Council's Statement of Accounts but adjusted to exclude borrowing taken out on behalf of others, and accrued interest.

- 3.6. The County Council's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.
- 3.7. Short-term interest rates have remained much lower than long-term rates and the County Council has therefore considered it to be more cost effective in the near term to use internal resources than to use additional borrowing.
- 3.8. With the assistance of Arlingclose, the benefits of this internal borrowing are regularly monitored against the potential for incurring additional costs by deferring borrowing into future years, when long-term borrowing costs may be higher.
- 3.9. As a result, no new borrowing was undertaken and £1.5m of existing PWLB loans were allowed to mature without replacement. This strategy enabled the County Council to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk.
- 3.10. The County Council continues to hold £20m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the County Council has the option to either accept the new rate or to repay the loan at no additional cost. None of the LOBO loan options were exercised by the lender in the year.

4. Treasury Investment Activity

- 4.1. The County Council holds invested funds representing income received in advance of expenditure plus balances and reserves. The County Council's investment balance was £585m at 31 August 2019, which was £6m lower than at the same point in 2018/19.
- 4.2. During the five-month period to 31 August 2019, the County Council's investment balances ranged between £575m and £677m due to timing differences between income and expenditure. The investment position is shown in Table 4 overleaf:

Table 4: Treasury Investment Position

	31/03/19 Balance	Net Movement	31/08/19 Balance	31/08/19 Income Return	31/8/19 Weighted Average Maturity Years*
	£m	£m	£m	%	
Short term investments:					
- Banks and Building Societies:					
- Unsecured	30.4	10.6	41.0	0.97	0.18
- Secured	15.0	40.1	55.1	1.03	0.68
- Money Market Funds	55.3	(18.3)	37.0	0.74	0.00
- Local Authorities	124.5	15.0	139.5	1.02	0.33
- Corporate Bonds					
- Registered Provider	5.0	(5.0)			
- Cash Plus funds	10.0		10.0	1.64	N/A
Total	240.2	42.4	282.6	1.00	0.33
Long term investments:					
- Banks and Building Societies:					
- Secured	73.3	(40.1)	33.2	1.38	2.94
- Local Authorities	78.0	(10.0)	68.0	1.36	1.99
Total	151.3	(50.1)	101.2	1.37	2.30
Long term investments – high yielding strategy:					
- Local Authorities					
- Fixed deposits	20.0		20.0	3.96	14.55
- Fixed bonds	10.0		10.0	4.20	14.36
- Pooled Funds					
- Pooled property**	67.0	10.0	77.0	3.89	n/a
- Pooled equity**	52.0		52.0	4.90	n/a
- Pooled multi-asset**	42.0		42.0	3.58	n/a
- Registered provider					
Total	191.0	10.0	201.0	4.11	14.49
Total Investments	582.5	2.3	584.8	2.13	1.88

* The weighted average maturity figures exclude pooled fund and cash plus funds, which have no fixed end date.

** The rates provided for pooled fund investments are reflective of annualised income returns over the year to 30 June 2019.

Note: the figures in the table above at 31 March 2019 are from the balance sheet in the County Council's statement of accounts, but adjusted to exclude operational cash, accrued interest and other accounting adjustments

4.3. The CIPFA Code and government guidance both require the County Council to invest its funds prudently and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield.

- 4.4. The County Council's objective when investing money is therefore to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults against the risk of receiving unsuitably low investment income.
- 4.5. Security of capital has remained the County Council's main investment objective and has been maintained by following the County Council's counterparty policy as set out in the Treasury Management Strategy Statement.
- 4.6. Counterparty credit quality has been assessed and monitored with reference to credit ratings, the analysis of funding structures and susceptibility to bail-in, credit default swap prices, financial statements, information on potential government support and reports in the quality financial press.
- 4.7. The County Council also makes use of secured investment products that provide collateral in the event that the counterparty cannot meet its obligations for repayment.
- 4.8. To ensure sufficient liquidity, the County Council makes use of call accounts and money market funds. With the uncertainty around Brexit, the Council will ensure there are enough accounts open at UK domiciled banks and Money Market Funds to hold sufficient liquidity and that its account with the Debt Management Account Deposit Facility (DMADF) remains available for use in an emergency.
- 4.9. The progression of risk and return metrics for the County Council's investments that are managed in-house (excluding external pooled funds) are shown in the extracts from Arlingclose's quarterly investment benchmarking in Table 5 below:

Table 5: Investment Benchmarking (excluding pooled funds)

	Credit Rating	Bail-in Exposure	Weighted Average Maturity Days	Rate of Return %
31/03/2019	AA	21%	758	1.35%
30/06/2019	AA-	28%	648	1.25%
Similar Local Authorities	AA-	51%	956	1.01%
All Local Authorities	AA-	62%	28	0.85%

- 4.10. To reduce risk, approximately 72% of the County Council's surplus cash is invested so that it is not subject to bail-in risk, with the remaining balance largely held in overnight money market funds and cash plus funds, which are subject to reduced bail in risk. By comparison, only 49% of the cash held by other similar Local Authorities is not subject to bail-in risk.
- 4.11. The UK Bank Rate has remained at 0.75% since August 2018 and short-term money market rates have also continued to be relatively low. This has had an ongoing impact on the Council's ability to generate income on cash

investments, however returns on internally managed investments have been greater than for comparable local authorities.

- 4.12. As the County Council has relatively stable cash balances, the allocation to investments targeting higher yields was increased from £200m to £235m as part of the Treasury Management Strategy for 2019/20, with the aim of increasing the level of income contributed to the revenue budget without impacting liquidity.
- 4.13. £201m of this amount has now been invested, £171m of which is in strategic multi-asset, equity and property funds which returned an average income of over 4.1% in dividend payments in the year to the end of June 2019.
- 4.14. These investments have fallen in value in the first half of 2019/20 due to volatility in the markets and are currently worth £660,000 less than the amount originally invested (a fall in percentage terms of 0.39%).
- 4.15. It is, however, the County Council's intention to hold these investments for at least the medium-term and losses would only be crystallised if the investments were sold. Investments are made in the knowledge that capital values will move both up and down in the short term, but with the confidence that over a three- to five- year period total returns should exceed cash interest rates, whilst also providing regular income, diversification and the potential for capital growth.
- 4.16. Recent changes to accounting regulations (IFRS9) have introduced a new risk related to the County Council's investments in pooled funds whereby any fall in the capital value of the funds would now have to be taken as an expenditure charge to the Council's Income and Expenditure account. This does not though present an immediate risk to the County Council, as there is currently a statutory override in place that provides a 4 year grace period before this requirement is implemented.
- 4.17. If no further changes are made at the end of the 4 year period, the risk of a fall in value resulting in an expenditure charge for the Council County will be mitigated by reserves accrued through any increases in the value of the County Council's investments over the next 4 years. In addition, a further £3m has already been added to reserves from investment income.
- 4.18. The performance and ongoing suitability of these pooled funds in meeting the County Council's investment objectives is monitored regularly and discussed with Arlingclose.

5. Non-Treasury Investments

- 5.1. The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the County Council as well as other non-financial assets which the Council holds primarily for financial return. This is replicated in the Ministry of Housing, Communities & Local Government (MHCLG) Investment Guidance, in which the definition of investments is further broadened to also include all such assets held partially for financial return.
- 5.2. This could include loans made to Hampshire based businesses or the direct purchase of land or property and such loans and investments will be subject

to the County Council's normal approval process for revenue and capital expenditure and need not comply with the treasury management strategy.

- 5.3. The County Council's existing non-treasury investments are listed in Table 6 below:

Table 6: Non-Treasury Investments

	31/08/19 Asset Value £m	31/08/19 Rate %
Loans to Hampshire based business	9.5	4.00
Joint venture recruitment agency	0.2	5.00
Total	9.7	4.02

6. Compliance Report

- 6.1. The County Council confirms compliance of all treasury management activities undertaken during the period with the CIPFA Code of Practice and the County Council's approved Treasury Management Strategy.
- 6.2. Compliance with the authorised limit and operational boundary for external debt, is demonstrated in Table 7 below:

Table 7: Debt Limits

	2019/20 Maximum £m	31/08/19 Actual £m	2019/20 Operational Boundary £m	2019/20 Authorised Limit £m	Complied
Borrowing	280	279	690	730	✓
PFI and Finance Leases	157	157	160	200	✓
Total Debt	437	436	850	930	✓

7. Treasury Management Indicators

- 7.1. The County Council measures and manages its exposures to treasury management risks using the following indicators.

Interest Rate Exposures

- 7.2. The following indicator shows the sensitivity of the County Council's current investments and borrowing to a change in interest rates.

Table 8 – Interest Rate Exposures

	31/08/19 Actual	Impact of +/-1% Interest Rate Change
Variable interest rate investment exposure	£313m	+/- £3.1m
Variable interest rate borrowing exposure	£23m	+/- £0.2m

Fixed rate investments and borrowings are those where the rate of interest is fixed for the whole financial year. Instruments that mature during the financial year are classed as variable rate.

Maturity Structure

- 7.3. This indicator is set to control the County Council's exposure to refinancing risk. The upper and lower limits show the maximum and minimum maturity exposure to fixed rate borrowing as agreed in the Treasury Management Strategy Statement.

Table 9 – Maturity Structure of Borrowing

	31/08/19 Actual	Upper Limit	Lower Limit	Complied
Under 12 months	3.6%	50%	0%	✓
12 months and within 24 months	4.2%	50%	0%	✓
24 months and within 5 years	9.4%	50%	0%	✓
5 years and within 10 years	18.3%	75%	0%	✓
10 years and within 20 years	54.5%	75%	0%	✓
20 years and within 30 years	10.0%	75%	0%	✓
30 years and above	0.0%	100%	0%	✓

- 7.4. The County Council holds £20m of LOBO loans where the lender has the option to propose an increase in the interest rate as set dates, following which the County Council has the option to either accept the new rate or to repay the loan at no additional cost. If not repaid before maturity, these loans have an average maturity date of 14 years (minimum 8 years; maximum 26 years).

Principal Sums Invested for Periods Longer than 364 days

- 7.5. The purpose of this indicator is to control the County Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

Table 10 – Principal Sums Invested Beyond Year End

	2019/20	2020/21	2021/22
Actual principal invested beyond year end	£365m	£274m	£246m
Limit on principal invested beyond year end	£410m	£350m	£350m
Complied	✓	✓	✓

- 7.6. The table includes investments in strategic pooled funds of £171m as although these can usually be redeemed at short notice, the County Council intends to hold these investments for at least the medium-term.

This page is intentionally left blank

Financial Implications of Brexit

1 Introduction

- 1.1 The County Council has been preparing for the potential impacts of a no deal Brexit for some time and more recently Government guidance has come out that sets out the key role that local government must play both in terms of its own service provision and its wider role dealing directly with communities and businesses.
- 1.2 There is a range of governance associated with Brexit planning, but this Appendix seeks to consider the purely financial impacts of a no deal Brexit on the County Council.
- 1.3 Clearly at this stage, as with other areas, there are a large number of unknowns and the purpose of this Appendix is to highlight, as part of the updated Medium Term Financial Strategy (MTFS), those areas that could have a financial impact on the County Council going forward.

2 Background

- 2.1 Through the Brexit Working Group, which is chaired by the Assistant Chief Executive (who is the County Council's formal Brexit lead), officers have been gathering information on the potential financial implications of a no deal Brexit.
- 2.2 This information has been requested under three separate headings:
 - The direct external costs of preparing for Brexit (this excludes officer time which whilst significant, represents an opportunity cost to the County Council).
 - Potential changes in service delivery as a result of a no deal Brexit, for example the need to employ additional Trading Standards Officers to deal with imported goods from the European Union (EU).
 - The impact of a significant increase in the price of directly purchased goods and services (e.g. food for HC3S) or in general inflation, which would feed through to contracts that are index linked to inflation on annual basis.
- 2.3 The paragraphs below set out the key areas where it is considered there could be a financial implication on the County Council as a result of a no deal Brexit, and considers what mitigating actions can be put in place to offset these.

3 Direct External Costs

- 3.1 The table overleaf summarises the external costs that the County Council has already incurred in preparing for Brexit (including a forecast to the end of the year for existing resources):

	2018/19	2019/20
	£'000	£'000
Programme and Project Lead Officers	103	163
Preparatory works to the A31	230	
Design and Production of advance warning signs		52
Abortive costs incurred on A31 site since April 2019		55
Total	333	270

- 3.2 The total currently known direct costs to the end of the year for the programme and project officers are therefore anticipated to be £603,000. Of this sum, the works and costs associated with the A31 are expected to be claimed against the £1.25m that has been set aside by the Department for Transport (DfT) for the Hampshire and Isle of Wight Local Resilience Forum (LRF).
- 3.3 The programme and project officers' costs of £266,000 are almost entirely met from the Brexit implementation grants that have been received by the County Council which now equate to £262,500 following the recent announcement of extra grant in this financial year.
- 3.4 The only other areas potentially relating to implementation at this stage are:
- The potential need to stand up the stacking site on the A31 (known as Operation Transmission), for which previous approval has been given to incur costs of up to £968,000 to operate the site for a 6 week period. Any extension to this would incur costs in the order of £100,000 per week.
 - Additional communication activity (much of which is directed by the Government) which may require additional communication staff to deal with the peak workloads. At this stage a range of between £83,000 and £315,000 for the remainder of 2019/20 and a full year 2020/21 have been estimated, dependent on the total level of activity and the extent to which this is concurrent and overlapping.
- 3.5 For both of these items, reimbursement would be sought from the Government as all of this activity is as a direct result of leaving the EU without a deal and should not be a burden on local council tax payers, albeit that provision has already been made within contingencies for Operation Transmission in the event that this funding is not forthcoming. The costs for additional communication activity will also be provided for in contingencies in case of this eventuality.

4 Service Delivery Changes

- 4.1 Departmental leads have been asked to consider where there may need to be changes in the of provision services as a result of an EU exit. This does not include potential impacts on service delivery (such as lack of supplies or price increases – which are covered in detail in the next Section), but more where services will need to change to meet the changing environment.
- 4.2 At this stage, the only two key areas that have been highlighted are:

- **Trading Standards** – It is thought that between four to six additional trading standards officers (£160,000 - £240,000) may be required to deal with issues arising from disruption to farming communities and the increased risks to animal health and welfare, together with changes to import arrangements which could significantly increase the risk of unsafe goods making it into the country. This is obviously very difficult to predict and would need to be based on evidence post exit, but the current view is that any immediate activity would be re-prioritised from within the service and it is anticipated that some of the key impacts may not be felt for some time in any event, so could start to have a direct impact in the next financial year.
- **Economic Development** – Whilst no extra resources are required within the Department, there will inevitably be a change in focus and prioritisation of activity as they look to support businesses and business led organisations (such as the Chamber of Commerce) through the changing economic landscape. Direct resources are being provided for this area by the Government, but these are going to other organisations to co-ordinate support.

4.3 Whilst there is no immediate financial impact from the areas highlighted above, they will need to be kept under review and where there is a direct link between Brexit and the additional activity, the Government will be asked to fund this as a new burden. In the short term if any funding is required, this will need to come from general contingencies, as outlined later in this Appendix.

5 Inflation, Price and Other Impacts

- 5.1 Perhaps the most difficult area to assess is the wider economic impact that Brexit could have in the longer term, which could affect the general economic climate, inflationary pressures and the workforce supply.
- 5.2 In general terms, the County Council does not buy large quantities of goods from the EU but in areas where there are large volumes of goods purchased they are integral to the provision of that service (e.g. food for HC3S and medical supplies for adults' social care and public health services).
- 5.3 General inflationary costs could also have an impact on capital investment or areas where contracts are linked to annual Retail Price Index (RPI) or Consumer Price Index (CPI) increases. In addition, potential shortages in the workforce could force up the cost of some in-house or externally purchased services if higher prices are being paid to attract scarce labour to undertake roles in social care services for example.
- 5.4 Detailed below are some of the highest impact areas (in financial terms), based on an assumed price increase of 5%, which has been modelled for all areas (unless specifically stated otherwise). The additional cost of this in relation to the overall cost of the service has been a determining factor as to whether a service has been included below. Details of potential mitigating impacts that can be put in place where appropriate have also been provided although in some areas there may be a further policy decision to be made (e.g. to pass on the cost to end users or to absorb within the Council) and in

others any additional pressure would just have to be factored in to the County Council's usual monitoring of service pressures and future financial planning.

- 5.5 **HC3S Catering Service** – A significant amount of work has already been undertaken within HC3S and Culture, Communities and Business Services (CCBS), not only to look at the potential impact of price increases, but also in terms of disruption to food supply. In financial terms, modelling has shown that a 20% increase in food costs would add around £550,000 to the cost of providing primary school meals for the remainder of this financial year, moving to £1.9m for 2020/21 (secondary school meals and commercial sites have a much more flexible menu and may be able to manage this more flexibly). This could increase the price of a meal by up to 40p which will have a significant impact on the overall demand and the business model for HC3S.
- 5.6 A range of mitigating actions have already taken place in terms of varying food types and liaising closely with suppliers, but the eventual impact is subject to a wide range of variables. Should food prices start to increase significantly then the County Council will need to make a policy decision on pricing strategy going forward.
- 5.7 **IT Costs** – Virtually all IT equipment and software are purchased by IT Services on behalf of the County Council. A 5% increase in prices could lead to an increase of around £600,000 per annum in costs, although this is often more linked to the impact of exchange rates as a high proportion comes from America. IT purchases are often cyclical in nature (as with the refresh of desktop equipment) and there is therefore more ability to plan for future major purchases and consider other options such as cloud-based services, where practical, that do not rely on the purchase of specific physical infrastructure.
- 5.8 **Public Health Commissioned Services** – Some services involve the purchase of drugs by the commissioned provider. An increase in costs of 5% could lead to an increase in drug related purchases of £300,000 which the providers would seek to pass on to the County Council. A significant amount of work has already been undertaken by Adults' Health and Care in respect of the availability of drugs and medical supplies more generally, which is perhaps of greater importance than the cost impact at this stage.
- 5.9 **In-House Care Services** – Whilst in-house care services do buy a range of goods, a 5% price increase in this area compared to the overall cost of the service is not significant. Of greater concern is the potential impact on the workforce supply, that could force up labour costs both for internal and external providers. The overall percentage of EU staff within the County Council is not as high as might be expected and staff have been encouraged and assisted in applying for permanent residency if desired. Recent recruitment rounds have also targeted local applicants to try to create greater stability in the workforce going forward. Whilst the potential impact on the wider availability of a care workforce cannot be predicted at this point (along with the subsequent financial impact), it is clearly an area that is being monitored corporately.
- 5.10 **Highways, Street Lighting and Waste Contracts** – All of these major contracts include an inflation based uplift to the contract terms on an annual basis and wider economic conditions could start to impact on the general level

of inflation (albeit that this is unlikely in the event of a downturn in the economy). Whilst there are many other factors that influence the cost of these services, a 5% increase (above those amounts already allowed for) could mean increased costs in the order of £3.8m. Given the contractual nature of the increases, there is little that could be done to mitigate this, and increases would need to be factored into the forward inflation amounts included within the MTFS.

- 5.11 **Capital Programme** - Given the scale of the County Council's Capital Programme, early and robust design judgements, together with cost controls, continue to be imperative. The UK construction industry performs well but has experienced a drop in confidence in terms of future orders and financial returns. The market nationally is fragile as evidenced by the collapse of a major contractor and continues to be monitored closely.
- 5.12 Tender price inflation is influenced by the level of risk accepted by the supply chain and how that is priced. The Building Cost Information Service (BCIS) are forecasting 3.2% for 2018/19 to 2019/20 and 4.0% for 2019 to 2020. This is considered a reasonable assessment, but could clearly be impacted by changing economics, the supply chain and the consequences of a workforce that relies heavily on EU workers. The Capital Programme already contains allowances for inflation and other risk contingencies, but this is monitored closely and is updated as appropriate when the forward Capital Programme is put together.
- 5.13 Management of costs is always a key factor within the Capital Programme and use of local and regional construction frameworks and the early engagement of contractors will be vital in securing continued value for money from the industry.

6 Conclusion

- 6.1 The conditions surrounding Brexit are literally unique and the number and complexity of the issues in play make any predictions speculative at best. Nevertheless, the County council has considered the potential financial impacts that could arise and has put mitigating actions in place where possible.
- 6.2 In any event, the County Council is very experienced in dealing with financial uncertainty, given the sustained period of austerity that it has been navigating. Inflation provisions and contingencies are already built into the forward forecasts and the County Council has sufficient fire power in the short term to deal with any potential financial shocks that it can then build into its longer term planning.
- 6.3 However, reimbursement would be sought from the Government for costs of specific activity directed by the Government to prepare for or as a result of leaving the EU without a deal, which should not be a burden on local council tax payers.
- 6.4 Funding of up to £555,000 will be ring-fenced within existing contingencies to provide resources to respond to the potential direct impact of Brexit on the County Council with approval delegated to the Deputy Chief Executive and

Director of Corporate Resources, in the event that additional government funding is not provided.

- 6.5 In overall terms, other than the impact of an economic downturn on national finances or a significant increase in the cost of in-house and purchased adults' social care services (which is only likely to stem from supply pressures in the workforce) there are not considered to be any major risks to the overall financial sustainability of the County Council as a result of a no deal Brexit.

Adults' Health & Care – Proposed Savings Options (Subject to consultation where appropriate)

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
LD1	Younger Adults - Learning Disability Younger Adults Extra Care accommodation, moving people on from residential care.	Greater proportion of clients in a lower cost service whilst also enabling a greater level of independence for individuals.	309	1,309	2,000	
LD2	Younger Adults - Learning Disability Extension of current work on reducing challenging behaviour (Least Restrictive Practice, LRP).	Practices required by providers to mitigate the risk to carers can be lessened leading to reduced support costs. Would require extension of temporary LRP staff team.	400	1,275	2,000	
LD3	Younger Adults - Learning Disability Extension of transition (Special Educational Needs and Children's services) to further promote independence.	Reduction in both support costs and the requirement for demography funding to support transition.	0	166	500	

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
LD4 Page 104	Younger Adults - Learning Disability Greater use of universal services (demand prevention), and extension of Strength Based Approach (SBA) and Telecare.	Reduction in demand for traditional care service as alternatives to care provided through lower cost technological solutions, whilst maintaining independence for longer. This would require Hampshire County Council taking a pioneering role as a major employer, reducing social isolation, developing community activities / clubs and supporting the wider Voluntary and Community Sector. Supporting economic development of the care market, including encouragement of micro-providers and adoption of Technology Enabled Care.	311	1,757	4,840	
LD5	Younger Adults - Learning Disability Extension of new volunteering model of care started in 2019.	Reduced support costs through use of volunteering resources to meet some elements of a personal support plan. Care needs that require registered care are still met through a regular support provider.	50	217	245	
LD6	Younger Adults - Learning Disability Extension of integration work with the NHS with a proportion of savings recouped through adults' services. Joined up approach to care provision through closer working facilitated by pooled budgets to reduce overall costs.	Dependent on the detailed planning of integration with the NHS. Lower cost of care provision for both NHS and Hampshire County Council whilst better meeting clients' needs through breaking down organisational barriers that impact on determining Health or Social Care needs and the administration that entails.	0	0	1,000	

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
MH1	<p>Younger Adults - Mental Health</p> <p>Greater use of universal services (demand prevention) and extension of SBA. Extension of integration work with the NHS with a proportion of savings recouped through Adult Services. Joined up approach to care provision through closer working facilitated by pooled budgets to reduce overall costs.</p>	<p>Dependent on the detailed planning of integration with the NHS. Lower cost of care provision for both NHS and Hampshire County Council whilst better meeting clients' needs through breaking down organisational barriers that impact on determining Health or Social Care needs and the administration that entails.</p>	138	438	600	
Page 1055 PD1	<p>Younger Adults - Physical Disability</p> <p>Younger Adults Extra Care accommodation, moving people on from residential care.</p> <p>Moving clients with physical disabilities from residential to tenancy and Supported Living schemes.</p>	<p>Greater proportion of clients in a lower cost service whilst also enabling a greater level of independence for individuals.</p> <p>Reduction of clients in residential care following move to Supported Living resulting in improved outcomes and financial savings.</p>	163	519	712	
PD2	<p>Younger Adults - Physical Disability</p> <p>Greater use of universal services (demand prevention), and extension of SBA and Telecare.</p>	<p>Reduction in double-up care packages and costs. Increased independence and mobility of service users. Carers able to focus on personal care. Further work is required to understand likely partnership models, costs and impact on net benefit position.</p>	63	575	900	

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
PD3	Younger Adults - Physical Disability Extension of new volunteering model of care started in 2019.	Hampshire County Council taking a pioneering role as a major employer, reducing social isolation, developing community activities / clubs and supporting the wider Voluntary and Community Sector. Supporting economic development of the care market, including encouragement of micro-providers and adoption of Technology Enabled Care through the use of increased volunteering opportunities	21	189	255	
Page 10 of 24	Younger Adults - Physical Disability Work by the Technology Enabled Care partnership to develop and implement the use of Cobots (exoskeleton technology) to support lifting and handling of clients.	Increased independence and mobility of service users. Carers able to focus on personal care. Further work is required to understand likely partnership models, costs and impact on net benefit position.	50	150	150	

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
OA1 Page 107	<p>Older Adults Purchased Care</p> <p>Demand to be diverted prior to the front door as a result of both the continuation of the Demand Management and Prevention programme and the Contact Assessment and Resolution Team (CART) diverting individuals at first contact. Investment in Services will continue however the proposed activities would result in the mitigation of the forecast demand increase in care needs by circa £2m per year for three years.</p>	<p>Individuals would receive more timely advice to meet early needs through the extension of demand and prevention services resulting in the people being able to continue for longer without the need to access services.</p> <p>CART would support by increasing resolution rates through embedding SBA fully and increasing self-service rates.</p>	0	2,000	6,000	
OA2	<p>Older Adults Purchased Care - Domiciliary Care</p> <p>Reduction in commissioned domiciliary care hours by reviewing the number of new clients with eligible needs who would receive a service and by ensuring the needs of individuals are met by other means where appropriate.</p>	<p>Eligible needs met through a more personalised approach which would include family and friends, local community and voluntary sector organisations and making better use of technology to reduce demand. SBA embedded fully with practitioners, CART, Health and Providers. Increased awareness and use of direct payments for Personal Assistants (PAs).</p>	548	1,703	2,445	

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
OA3 Page 108	<p>Older Adults Purchased Care - Residential Care</p> <p>Reduction in commissioned spend by diverting individuals away from long term residential care, including directly from hospital. Increased availability of community services, short-term placements to address individuals' eligible needs and services to prevent crisis and the need for residential care.</p>	<p>A person would be able to live at home for longer as a result of newly defined processes and receiving additional services which would be developed to prevent admission to hospital and avoid the need for residential care. Individuals would have greater access to short term/temporary beds in both in-house and private market following discharge from hospital and to avoid a permanent need for long term residential care. Social Workers would have greater autonomy and options to offer services which avoid a service user progressing residential care.</p>	1,329	2,049	2,605	
OA4	<p>Older Adults Purchased Care - Residential Care</p> <p>Opening of five new Extra Care schemes - Addenbrooke, Fernmount, Bulmer, Nightingale and Oak Park. Savings based on placing a greater number of clients with high or medium care needs into Extra Care and new models of provision, reducing the number of high cost residential placements.</p>	<p>The development of new sites would provide increased availability of Extra Care accommodation for service users. Individuals living in Extra Care would experience increased independence whilst any care needs would continue to be met. Residents are able to claim housing benefit therefore a lower cost of provision is required from Hampshire County Council.</p>	0	111	750	

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
OA5	<p>Older Adults Purchased Care - Residential Care</p> <p>Expanding the Shared Lives offering for Older Adults beyond the target number of placements delivered in Tt2019 (approximately 11 additional clients per year).</p>	Reduction of high cost residential placements whilst providing a more personalised service for clients.	0	49	200	
Page 109	<p>Older Adults Purchased Care - Technology Enabled Care</p> <p>Work by the Technology Enabled Care partnership to develop and implement the use of Cobots (exoskeleton technology) to support lifting and handling of clients.</p>	Increased independence and mobility of service users. Carers able to focus on personal care. Further work is required to understand likely partnership models, costs and impact on net benefit position.	200	600	600	
IH1	<p>In-House</p> <p>Undertake a strategic analysis of in-house provision to rationalise services across target locations / service user cohorts - in particular cease current residential provision that no longer delivers to the target group.</p>	Consolidate existing provision and consider longer term expansion to respond to local demography and complexity challenge. Aim to enable departmental strategy for Older People and Learning Disabilities. Potential for costs to be incurred elsewhere e.g. housing benefit, Older People / Physical Disabilities commissioning budget.	0	354	400	

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
IH2	In-House Review in-house management processes to achieve most cost effective resourcing plan for Residential and Nursing Units.	Reduce staffing blueprint, whilst maintaining safe levels of care that meet regulator expectations. Services delivered within budget reducing pressure on departmental resources. Using latest technologies to aid in the efficient and timely application of HR policies in absence and performance management.	740	750	750	
Page 3 110	In-House Review of nurses' recruitment and retention.	Reducing the vacant nursing hours thereby reducing use of high cost agency cover. Reduction in the establishment and use of Assistant Practitioners (ratio reduction from current 1:10 to 1:20).	208	275	275	
IH4	In-House Utilise in-house provision for publicly funded residents with complex care needs, rather than purchase care from the private market and ensure that people with needs that can be best met by the private sector are supported into appropriate placements.	Where clients can be placed more cost effectively in the private market this would occur to ensure that the best value and utilisation of Hampshire County Council assets is achieved in order to meet the complex care needs of other publicly-funded residents.	24	174	200	

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
WD1	<p>Working Differently</p> <p>Initially utilise growth funding to retain staffing capacity, in order to meet the rising demand for assessments, casework support and the associated business / HQ activity. Meanwhile, make ongoing improvements to ways of working that would create efficiencies and await reductions in demand that, taken together, would enable workforce reductions to happen at a later date, at a point when these are safe and appropriate to make.</p>	Retains staffing capacity to meet increased demand as a result of increases in rates of referral and / or case complexity at the frontline and in the back office. Necessitates further changes to ways of working, utilisation of technology and readiness to adjust staffing levels in light of any reduced demand. Efficiencies would need to be made to stay within financial envelope before any allowance for additional available funding.	100	900	2,500	
WD2	<p>Working Differently</p> <p>Taking the opportunity for reviewing the service and how it is delivered on a six monthly cycle following implementation of Tt2019 organisational design in 2020/21, capturing savings from posts that can be resourced differently</p>	Staffing numbers in some service areas would reduce with associated one-off redundancy costs. These saving opportunities would be captured through an ongoing process to assess the need to fill vacant posts.	0	330	1,000	
WD3	<p>Working Differently</p> <p>Cost reduction through joint appointments and joint teams with other partners.</p>	Staffing costs to Hampshire County Council in some service areas could reduce.	0	160	500	

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
WD4	Working Differently Increase contributions of self-funders / other public sector funded residents.	Increase contributions of self-funders and other publicly funded residents to 'market rates', subject to potential revision of the in-house operating model / trading arrangements.	100	300	700	
HF1	National Funding Utilisation of additional national grant funding to reduce the impact of savings that would otherwise need to be achieved.		4,171	4,171	4,171	
PH1	Public Health - Central Public Health Expenditure 1. Reducing Senior Management Team resource and capacity 2. Reduction of travel, printing, training and other expenses.	Staffing impact would be managed within existing workforce.	90	90	90	
PH2	Public Health - Substance Misuse 1. Alcohol nurse service - withdraw funding as not a core Public Health responsibility. 2. Specialist Substance Misuse Service for adults and young people - reduce contracted value for commissioned service.	1. With 2-year contracts it is possible to de-commission the service. 2. Contract value reduced by 12% in last three years with further reductions allowable within the contract. Further reductions would impact on the same client group with closure of services from across the county and reduction of treatment for people.	160	410	1,232	

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
PH3	Public Health - Sexual Health Integrated Sexual Health Services - reduce contracted value for commissioned service.	The contract can be reduced in value. Potential restrictions would need to be introduced based on age, risk profile and clinical need, with some people needing to travel further. Priority would continue for high risk groups, though impacts of STI are likely to be experienced by the general population through the reduction of this universal service. Psychosexual counselling services would stop.	137	277	958	
Page 143 144	Public Health - Domestic Abuse Service and Mental Health 1. Reduce contracted value for commissioned services as not a core Public Health responsibility. 2. Reduce all public health asset-based work for mental health.	1. Contract value already reduced by 9%. Services would only be able to focus on high risk clients, not medium risk clients. Perpetrator services would also reduce. 2. Reduced upstream work to improve the mental health of the population can be stopped.	29	275	275	

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
Page 114	<p>Public Health - Healthy Lifestyles</p> <ol style="list-style-type: none"> 1. Reduce contracted value for commissioned weight management service. Options are to reduce capacity or move to a free / minimal cost online service only. 2. Reduce contracted value for commissioned service and promote self-management to quit smoking. Service transformation will already have been undertaken through previous tender. 3. Reduce contracted value for commissioned service for providing NHS Health Checks for high risk residents and priority groups only. 	<ol style="list-style-type: none"> 1. Reducing budgets to target deciles of greater deprivation, an ageing population and hard to reach groups. Decreased likelihood of attainment of 5% weight loss across the general population in accordance with NICE guidelines. 2. Specific focus to target those from disadvantaged areas and the number of women who continue to smoke during pregnancy. With decreased likelihood of smoking cessation in the general population. 3. Reduction of Health Checks service to primarily focus upon the most deprived 10% of the population. 	83	515	515	

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
PH6 Page 115	<p>Public Health - 0-19 (Statutory Duty)</p> <ol style="list-style-type: none"> 1. Further reduce contracted value for commissioned Public Health Nursing 0-19 service. 2. A 13% reduction in the Public Health contribution to the Family Support Service in close consultation with Children's Services. 3. Decommission Oral Health Promotion service. Stop undertaking Oral Health Surveys. 	<ol style="list-style-type: none"> 1. Represents a 7% reduction, a circa 16% reduction in total since 2015. This could be delivered at the end of Tt2021 to allow time for the necessary work with Children's Services. This is a sensitive service which would require consultation as to what could change within offer. 2. Will require detailed and specific service planning reductions with Children's Services. Prioritisation will be required, being mindful of impacts of further reduction to the service – will lead to a more targeted service. 3. Stopping service would require a consultation. Currently HCC commission biannual 5-year-old survey only, this would cease. 	510	1,332	3,117	

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
Page 116	Public Health - Older People 1. Falls prevention - a 13% reduction in existing budget. Work with health colleagues to try and secure additional funding as benefit of falls prevention is across both health and social care. 2. Remove Public Health contribution to in-house care home activity coordinators. Review in-house care home activity coordinator service and look at alternative, more cost effective ways to deliver. 3. Remove the Public Health contribution to Adult Services grants.	1. The budget reduction would mean that the Steady and Strong falls prevention programme cannot be expanded and developed but can be maintained at its existing capacity. 2. Lack of activities for in-house clients. If no alternative funding or model is put in place, this could negatively impact the residents of the care homes that currently interact with the activity coordinators and benefit from the activities they organise. 3. Minimal impact as a relatively small proportion of the grant funding is from Public Health and grants are allocated on a short-term basis.	268	615	615	
	Adults' Health & Care Total		10,202	24,035	43,100	120

Children's Services – Proposed Savings Options (Subject to consultation where appropriate)

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
CSD 001 Page 117	Government Funding - Additional Central Government Funding provided for Children's Social Care	<p>Staff - Positive insofar as it ensures that services are more sustainable.</p> <p>Service Users - Maintenance of services and quality that might otherwise have to be reduced or removed.</p> <p>Partners - Some targeted services will remain removing demand increases on universal services.</p>	8,100	8,100	8,100	0
CSD 002	<p>Home to School Transport - A programme of whole service transformation that includes:</p> <ul style="list-style-type: none"> • Applying Special Educational Needs (SEN) transport eligibility policy, reducing exceptions. • Reducing external contractor spend through reduced number of suppliers and more flexible contracts. • Extend roll-out of spend to save on mini-buses. • Greater use of mileage allowances. • School Escort Provision Review • Team efficiencies through redesigned processes, revised contact model and front door 	<p>Staff - Cultural change related to ways of working, including increased use of technology and data insights to make decisions on transport routes and contract configurations. Potential some roles redundant from efficiency gains.</p> <p>Service Users - Those previously falling under an exception could have service removed or changed.</p> <p>Partners - Pressure on schools to meet reduced transport arrangements.</p>	1,340	3,000	3,000	0 – 5

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
Page 003 00118	<p>Children & Families - Transforming Social Care - A continuation and enhancement on the Transforming Social Care programme that will see further development of the new operating model, including Hampshire Approach and Multi-Disciplinary Working with partners, enabling more children to remain safely at home and supporting Children with Disabilities.</p> <p>Specific elements include:</p> <ul style="list-style-type: none"> • Reduced placement costs from CWD to Adulthood transition pathway integration with Adults' Health & Care / SEN • Reduction in unit cost of placements • Reduced administration costs and increased social worker capacity from system replacement efficiencies. 	<p>Staff - Positive for staff in terms of reduced caseloads and more time to spend working with families.</p> <p>Service Users - Positive through the reunification of children and young people with families and more CYP staying safely at home.</p> <p>Partners - Increased expectation that they will engage fully in multi-disciplinary working, potentially diverting their resources away from universal services.</p>	431	3,304	3,304	0
CSD 004	<p>Administration Efficiencies - Efficiencies from a review and reconfiguration of administrative support to the Children's Services Department</p> <p>Resulting in a reduction in the staff establishment</p>	<p>Staff - A post redundant. Some additional workload for staff remaining.</p> <p>Service Users - None at this stage</p> <p>Partners - None at this stage.</p>	42	42	42	0 – 5

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
CSD 005	<p>Short Breaks - A range of service reductions including:</p> <ul style="list-style-type: none"> • Reduce funding to Hampshire Parent Carer Network • Reduce funding for short break activities 	<p>Staff - Additional, time limited resource will be required to deliver the savings</p> <p>Service Users - Reduced offer; potentially reduced access to opportunities for a short break, potentially increased travel time to access</p> <p>Partners - Increase in demand on statutory and/or partner services.</p>	0	596	596	0
Page 119 CSD 006	<p>Education and Inclusion Efficiencies - A range of service efficiencies including:</p> <ul style="list-style-type: none"> • The service delivery processes and staffing structures around early years to release cashable efficiencies from staffing • To exploit the opportunities to increase income around Hampshire Futures by expanding the offer around outdoor education. • The administrative processes within Inclusion to ensure overheads are properly costed in the charging models. 	<p>Staff - Potential roles redundant, but potential increase in Hampshire Futures.</p> <p>Service Users - Increased opportunities for different access to broader range of outdoor education offers</p>	0	210	210	0 – 5

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
CSD 007	Health Contributions - Improved business processes, governance and joint commissioning to increase contributions from Health for Continuing Care and S117 After Care eligible cases.	<p>Staff - Capacity needed to coordinate and drive health contributions.</p> <p>Service Users - Increase in fulfilled packages, potential consent issues relating to sharing information across CCG and CSD.</p> <p>Partners - Increased funding pressures on the CCG.</p>	0	1,800	1,800	0
Page 528 CCG	Youth Offending Team Efficiencies - An increase in team efficiency and productivity benefits, that will be released as cash also to improve service quality.	<p>Staff - Some roles will not be replaced though vacancy management.</p> <p>Service Users - Removal of previous key worker leading to concerns over support and having to build new relationships/trust.</p> <p>Partners - Availability of reduced HCC workforce.</p>	0	150	150	0
Children's Services Total			9,913	17,202	17,202	0 – 15

Economy, Transport and Environment – Proposed Savings Options (Subject to consultation where appropriate)

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
Page 121	<p>Waste disposal contract: Make changes to the financial arrangements by removing HCC cost subsidies in the recycling of household waste in Hampshire, to:</p> <ul style="list-style-type: none"> • maximise and retain income from the sale of recycled materials by HCC • charge costs currently incurred by HCC to District Councils • end direct subsidy payments to District Councils where recycling infrastructure and facilities have been provided to them free of charge to use • maximise impacts of Waste prevention activities • explore further re-financing options related to the Waste Disposal Contract 	<p>District Council partners will be impacted by changing the financial model to remove subsidies which will impact through reduced income / recovery of full costs by HCC.</p> <p>Service users should see no immediate impact, but in the long term may benefit from potential future countywide harmonisation of waste collection schemes and in the shorter term by a more straight-forward recycling offer and / or an increased range of materials.</p> <p>No direct impact upon HCC staff is anticipated.</p>	0	8,200	8,200	0

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
ETE2	<p>Waste disposal – HWRCs: To charge customers to deposit wood at Household Waste Recycling Centres (i.e. non-household wood wastes, including fence panels, sheds, window frames etc.).</p> <p>This is in-line with existing policies to charge for other DIY type wastes and will serve to recover costs only.</p>	<p>Service users seeking to deposit non-household wood wastes will incur additional costs in using HWRC sites.</p> <p>Veolia as partners will deliver the charging service, but there will be limited impact as required infrastructure is already in place.</p> <p>There is likely to be increased customer contact from service users as a result of the introduction of the charge.</p>	500	1,000	1,000	0
ETE3	<p>Street Lighting: To seek further reductions in the cost of managing Hampshire's streetlighting network, through opportunities offered from advances in technology and / or other service efficiencies including extending dimming and part-night lighting.</p>	<p>The impact upon Service users will be dependent upon the nature of how savings are achieved. Service efficiencies could impact upon network coverage e.g. further part night lighting.</p> <p>No direct impact on ETE staff is anticipated.</p>	50	100	500	0
ETE4	<p>Highways: To make modest savings to the existing Highways Service, through alternative funding of the Parish Lengthsman scheme, and/or other Highways contract efficiencies.</p>	<p>Parish Council partners could be asked to provide funding for their Parish Lengthsman.</p> <p>No direct impact on ETE staff is anticipated.</p> <p>No impact on service users is anticipated.</p>	200	300	500	0

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
ETE5	<p>To build on cross-cutting income/savings already achieved in Tt2019 (£4.85m target), by identifying further opportunities to:</p> <ul style="list-style-type: none"> • Generate income through trading activities. • Generate income through charging for Council services. • Seek further efficiencies against the department's Operating Model. 	<p>Changes to Operating Model may impact 15 - 25 Full Time Equivalent (FTE) posts. Savings would be achieved as far as possible through vacancy management and natural turnover within the relevant services although this may not be sufficient to meet the full reduction required and therefore other measures such as voluntary redundancy and redeployment where appropriate would be explored.</p> <p>Service users may incur new or increased charges to access certain ETE services (these will be for the purpose of cost-recovery).</p>	100	600	1,548	15 – 25
Economy, Transport & Environment Total			850	10,200	11,748	15 – 25

Policy and Resources - Proposed Savings Options (Subject to consultation where appropriate)

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
Culture, Communities and Business Services						
CCBS 01a	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
CCBS 01b	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
CCBS 01c	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.				
CCBS 01d	Library Service – Delivery of efficiencies, including the digital resources budget and 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

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
Page 1250 S12	<p>Property Services</p> <p>Opportunities are split between:</p> <ol style="list-style-type: none"> 1. Income Generation: Two main income generating opportunities relate to income from frameworks (Southern Construction Framework and a new regional consultancy framework), which have proved successful and reliable in delivering income previously. Income is also sought from increased provision of energy services to partners. 2. Operational Efficiencies: These build on Property's new operating model delivered through Property Futures, by implementing new ways of working and maximising digital technology, including replacing the Asset Management System. A new Integrated FM model, for delivery of FM services to HCC and partners is central to this. Other changes may include greater focus on chargeable activities and reducing demand for non-chargeable activity or making service delivery more efficient particularly in relation to Estates Management services. 	<p>Staff - There is a potential impact to staff as a result of transformation, particularly within FM, where changes to the operating model may result in staff reductions.</p> <p>In other areas, increased demand may require additional resource. Embedding the new service structure and ongoing changes to ways of working underpinned by technology continue to require culture change in the workforce.</p> <p>An integrated FM model should provide benefits to building users (in HCC and Partner buildings) through improved customer service.</p> <p>Partners - Where it impacts partners, service integration is intended to deliver economies of scale and resilience in services, benefitting all parties.</p> <p>Frameworks provide partners with a trusted and efficient route to supply chains, that is fully compliant with public sector procurement legislation.</p> <p>A focus on cost recovery for Estates Management services could see reductions in service levels or cost increases for partners purchasing those services.</p>	125	450	450	6 – 12

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
Page 128 CCBS 03	<p>Regulatory Services</p> <p>Efficiencies: The Regulatory services (Trading Standards, Registration, Scientific, Asbestos and Coroners) will be considered together, with efficiencies delivered through reviews of operating models including staffing, volunteers, business processes, the profitability of the portfolio of services and contracts, as well a focus on reviewing the non-statutory elements of services, particularly within Trading Standards.</p> <p>Additional income will be delivered through increased statutory charges within Registration, the provision of a new drone service to deliver a range of inspections by the Asbestos team, and through new opportunities across Scientific Services and Trading Standards.</p>	<p>There is a potential impact on staff as a result of restructures, alternative operating models and stopping services, which may result in changes to ways of working and/or headcount reductions. New services present training and development opportunities for staff. Ongoing cultural change may be required in line with changes to operating models and a greater focus on income generating activity.</p> <p>There will be an impact on customers if some services are either stopped or become chargeable or are only available through particular channels i.e. digitally. However, provision of services digitally can also enhance the customer journey.</p> <p>Changes to operating models, including reducing or stopping certain services, may also impact partnership working and/or other HCC departments e.g. Adults' Health & Care regarding Trading Standards support to victims of financial abuse.</p> <p>Increases in registration fees are applied nationally and have been in effect since February 2019.</p>	166	350	350	0 – 10
CCBS 04a	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 & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
CCBS 04b	Countryside – Service Re-design	Countryside staff would be impacted by changes to service delivery	0	135	135	1 – 5
CCBS 04c	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	40	75	75	0
CCBS 05e 127	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
CCBS 06	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
CCBS 06	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
Culture, Communities and Business Services Total			954	3,382	3,382	48 – 80

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
Corporate Services						
FIN-01	Finance and Pensions Changes to the operating model to drive out further efficiencies and reduce demand on the service through greater automation, standardisation and self service for budget managers.	Potential impact on some managers in low risk service areas as they will be required to undertake more activities themselves	50	218	218	3 – 5
FIN-02	Finance and Pensions Increased partnership contributions as a result of on boarding three London Boroughs into the Shared Services Partnership and pension administration for West Sussex County Council.	Limited impact although it does mean that for both Finance and Pension Services there are greater expectations for the service supporting wider partnership working	120	120	120	0
HR-01	HR and Workforce Development Changes to operating models with further business process re-engineering and optimisation of existing technology.	Potential impact on customers of implementing channel shift opportunities. Outcomes from end to end process reviews and improvement programmes could require managers (and provider teams) to take on different activities, using different technology to support reduced demand.	0	278	278	2 – 4
IBC-01	IBC Increased partnership contributions as a result of on boarding three London Boroughs into the Shared Services Partnership.	Growth of the shared services partnership will deliver cashable savings for each of the current partners as well as increasing the capacity and resilience of the shared services operating model.	314	314	314	0

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
HD-01	<p>Hantsdirect</p> <p>Further reduction of Hantsdirect budgets through delivery of customer contact strategy. This will include improvements to our on-line services to encourage a shift towards more effective and efficient channels.</p>	Improved customer service and query management, including providing a greater choice and improvements in available channels.	0	336	336	10 – 12
Page 129	<p>Information Technology – service management</p> <p>Review approach to service management to ensure best practice and achieve better alignment between cost and organisational priorities.</p>	Clear accountabilities across the portfolio and management of the service lifecycles. HCC IT will have a defined service catalogue with associated processes defined and agreed. Service risks for new / revised services will be defined and agreed.	0	409	409	10 – 12
IT-02	<p>Information Technology – contracts</p> <p>Review commercial contracts for further savings through rationalisation and improved governance and good practice.</p>	May require greater levels of contract management and procurement activity going forward.	0	212	212	0
IT-03	<p>Information Technology – desktop and data services</p> <p>Continuing rationalisation and modernisation of desktop and data centre services.</p>	Limited impact. Users will need to move to a new method of accessing systems. There may be some outage of services as services are moved onto consolidated platforms.	339	1,007	1,007	0

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
IT-04	Information Technology – Shared Services contributions Increased partnership contributions as a result of on boarding three London Boroughs into the Shared Services Partnership.	None	350	350	350	0
IT-05	Information Technology Over achievement of Tt2019 targets.	None	210	210	210	0
IT-01	Internal Audit Additional partner contributions - growth of the Southern Internal Audit Partnership to incorporate additional public sector partners / clients.	Increase capacity and contributions. Enables a wider network of local authority engagement with the potential of providing other sold service offerings from across HCC.	63	63	63	0
TT-01	Transformation and Programme Management A proportion of the expenditure incurred by the Corporate Resources Transformation and PMO Team to be charged to the Shared Services Partnership development fund. This will be aligned with the annual strategic development priorities and roadmap agreed with the partnership.	Low impact on HCC - The Transformation and PMO team currently support the development and implementation of a range of Shared Services improvements and priorities. This change will formalise recovery of a proportion of these costs against the partnership development fund.	300	300	300	0

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
L&G1	Law and Governance Further reductions in printing and posting costs.	More reliance on electronic files and communication. Requirement for a new case management system for Legal Services.	39	39	39	0
L&G2	Governance – Information Compliance Renegotiation of the Health Watch Contract.	Supplier required to provide the service at a lower cost.	92	92	92	0
L&G3	Governance - DAMS Staff cost reduction.	A reduction in the team's staffing capacity requires increased productivity and management of internal demand.	40	40	40	0
L&G4	Governance – Emergency Planning Emergency planning and resilience offer to HCC schools, academies and Non HCC schools in other areas.	Schools will be better prepared to deal with incidents. Potential positive reputation for HCC and staff development.	50	50	50	0
L&G5	Governance – Health and Safety Health and Safety offer to Academies and other Non HCC schools. Possible external training offer.	Academies and non HCC schools will have access to Health and Safety expertise. Potential positive reputation for HCC and staff development.	50	50	50	0
L&G6	Governance - DAMS Sale of the Education Appeals Service to Academies and Non HCC Schools	The service will be available to more non -HCC schools and academies	20	20	20	0

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
L&G7	Legal Services Further reduction in internal demand to facilitate the provision of sold legal services to external clients.	Further demand management required within HCC to release capacity but will retain expertise and resilience.	120	120	120	0
SP1	Strategic Procurement Combination of growth and new income streams.	Potential increased travel for staff. Potential positive reputation for HCC. Positive impact on attracting staff to a larger service.	110	170	170	0
Page 1321	Transformation Practice Business development strategy that targets public sector organisations in Hampshire to provide transformation and related training, including Lean, Project Management and Change Management.	Potential increased travel for staff. Potential positive reputation for HCC. Potential positive impact on attracting staff to the team.	0	49	49	0
CES1	Customer Engagement Service The Customer Engagement Service will review its operating model to make further headcount reductions of approximately 10% of staff.	Departments, Members and some partners could experience greater delay in accessing support. Service levels may not be maintained, and it could be more difficult to ensure consistent quality. 10% of employees could be impacted by headcount reductions, remaining staff may need to acquire new skills and manage a larger, more diverse portfolio of projects.	106	106	106	4

Ref	Service Area & Description of Proposal	Impact of Proposal	Expected Savings			FTE Impact
			2020/21 £'000	2021/22 £'000	Full Year £'000	
CES2	<p>Customer Engagement Service</p> <p>The Customer Engagement Service will seek to generate income through selling its services, prioritising activities that directly support the aims of the County Council</p>	<p>Partners could benefit from access to expertise on consultation and engagement at a competitive rate.</p> <p>Internal users may experience greater delay in accessing support, particularly as internal demand is balanced with external commissions.</p>	15	15	15	0
Corporate Services Total			2,388	4,568	4,568	29 – 37
Policy & Resources Total			3,342	7,950	7,950	77 – 117

This page is intentionally left blank

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Moving On
T21 Opportunity Reference: LD 1 - Moving On
Name of the accountable Officer: Dawn Burton
Email address of the accountable Officer: Dawn.Burton@hants.gov.uk

Department:

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

Date of assessment: 13/3/2019

Is this a detailed or an overview EIA?

Detailed	Overview
<input checked="" type="checkbox"/>	<input type="checkbox"/>

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 Moving On project aims to transfer Adults with a Physical Disability between the age of 18 and 65 from long term high cost Residential and Nursing Care placements into a range of more independent accommodation and support.

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:

Adults between the age of 18 and 65 with a physical disability would be assessed with a view to be supported to move out of high cost long term placements into a more independent and cost-effective setting. The move could be either from a nursing home to residential care or residential care back to community living. Any move would be carefully planned with full involvement of the individual supported and their families. Alternative options include; supported living, shared Lives, Extra Care, own tenancy with a local council or private landlord. We estimate that out of the 84 clients that currently receive Residential care with a physical disability 10 are likely to be suitable for the proposed approach during the T21 timeframe at a transfer rate of 1 per quarter. The estimated saving for T21 is £212k, which is in addition to the target for T19 of £249k from 12 clients.

Who does this impact assessment cover?

Service users HCC staff (including partners)

Engagement and consultation

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	Keeping a person of any age in their own home longer is more favourable to their wellbeing. Supporting Younger Adults to move from Residential settings to more independent and community-based options enable individuals to achieve life choices in line with their age and stage in life.				
Mitigation:					
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	The individuals impacted by this change have a physical disability, alternative accommodation can be secured regardless of the disability due to the ability to provide Adaptations and assistive technologies (Telecare) which are bespoke to the individual and their needs.				
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact: Support to live at home would allow more couples to remain together. It would also ensure living arrangements for both partners are given more stability. For example, if a service user was to go in to long term placement, the partners living arrangements could be put at risk.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact: Income would be maximised by ensuring the individuals moving into community-based accommodation receive all relevant benefits available to them. Opportunities to gain or regain skills for employment are more likely to arise if individuals are living in more independent accommodation and support settings.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Least Restrictive Practice

T21 Opportunity Reference: LD2 Least Restrictive Practice

Name of the accountable Officer: Steve Gowtridge

Email address of the accountable Officer: Steve.gowtridge@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: 1/4/2019

Detailed

Overview

Is this a detailed or an overview EIA?

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:

Currently there are approximately 300 individuals with a learning disability living in a variety of settings including supported living and residential care for whom there is a risk that they may present behaviour that challenges. These individuals have high levels of support, typically this would mean 1:1 or 2:1 support at most times. We currently spend approximately £28m per year on care and support for these individuals.

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:

This would be a continuation of the current Least Restrictive Practice project that started in 2018. The roll-out of Least Restrictive Practice (LRP) and Positive Behaviour Support (PBS) across Hampshire is designed to improve the quality of life and reduce the use of restrictive practices for a relatively small cohort of people with learning disabilities that display behaviour that may challenge. We anticipate delivering £2m of savings through the reduction of 2:1 and 1:1 support.

Who does this impact assessment cover?

Service users

HCC staff (including partners)

Engagement and consultation

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
Mitigation:

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

Impact: The people with whom we would work with are people with a learning disability who present behaviours that challenge. The LRP offer would seek to improve the quality of life and reduce the use of restrictive practices for people who present behaviour that may challenge. The offer would help support the Adults' Health and Care vision of people living long, healthy and happy lives with the maximum possible independence.

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:					
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 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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Childrens' to Adults' Transition
T21 Opportunity Reference: LD3 - Childrens' to Adults' Transition
Name of the accountable Officer: Kerry Utting
Email address of the accountable Officer: Kerry.Utting@hants.gov.uk

Department:

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

Date of assessment: 13/3/2019

Is this a detailed or an overview EIA?

Detailed	Overview
<input checked="" type="checkbox"/>	<input type="checkbox"/>

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:

Adults' Health and Care leads on the transitioning of children and young people (CYP) moving from children's to adults social care, working with children's social work teams. Its Independent Futures Team starts work (alongside children's services) with CYP from 14 until 18, then case manage them until they are settled and handed over to an adult services team where required (max age 25). The project would work with approximately 250 CYP who turn 18 each year; the focus is on 14--18 year olds who have an eligible social care need.

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:

These proposals would mean that the type of care and support CYP receive may change earlier than may have been previously expected, bringing it into line with the type of support they would receive when they turn 18. This could include greater use of least restrictive practice, a more strengths-based approach and increased positive risk taking.

There would be three key elements to these proposals:

1. To work alongside children's services procurement and placement teams to be clear on commissioning arrangements for CYP at the time of placement and ensure least restrictive practice is embedded.
2. To increase the use of the south east regional cost model with providers of children's services.
3. To manage expectations of family members earlier in order to better manage the transition into Adults' Health and Care.

This would reflect the overall strengths-based approaches to assessment, review and support planning reassessment and review already used in Adults' Health and Care.

Who does this impact assessment cover?

Service users

HCC staff (including partners)

Engagement and consultation

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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Impact:	Children and young people moving from one statutory framework to another may require intensive work to ensure that they transition into Adults' Health and Care with the right care appropriate to their needs.				
Mitigation:	An assessment of need would be carried out and eligible outcomes would be met for people in line with our Care Act requirements. Case Workers will discuss potential options with the children and young people supported as part of the assessment process.				
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Impact:	These proposals would impact upon children and young adults with learning disabilities receiving a variety of different service types. Some choices that are currently available for children and young people only and that are more expensive may no longer be available.				
Mitigation:	Assessed Care Act eligibility outcomes would still be met. Case Workers would discuss potential options with service users as part of the assessment process. Hampshire County Council would continue to invest in its supported employment contract to promote long term positive transformational change for individuals with social care needs. Accommodation options would be explored with the preferred option of supported living, as opposed to residential care. This would ensure that care plans are supported in the longer term as people will be less dependent on hard to source face to face care.				

	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:					
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 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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Community Based Services

T21 Opportunity Reference: LD4-5 and PD1-4

Name of the accountable Officer: Stuart Outterside

Email address of the accountable Officer: stuart.outterside@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: 13/5/2019

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 current learning disability service provides support provision for circa. 3000 people who have been assessed as eligible under the Care Act 2014. The support provided includes support work, residential care, day services, Direct Payments and other forms of care and support. The current budget is £105m per year. The current physical disability service provides support provision of the same nature for circa. 1700 people. The current total budget is £22m per year. Across both services, each person who receives a service has a support plan which is reviewed annually by Social Workers and social care practitioners. The purpose of these reviews is to ensure the support plan remains adequate and any changes are made to enable progression in relation to skills, knowledge and ultimately greater independence.

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:

This is a continuation of the current review programme for Learning Disability and Physical Disability services. The outcomes of which would specifically look to deliver support that is most cost effective.

This would include:

- The use of volunteers where appropriate
- Review of use of transport
- A greater emphasis on community support (without a cost to the council)
- Support to enter paid employment
- Support to develop self sustaining networks
- More shared support options
- Time limited support to develop skills
- Implementation of technology
- Changing models of care e.g. increasing access to older persons services

Who does this impact assessment cover?

Service users

HCC staff (including partners)

Engagement and consultation

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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Impact:	Some older people with a learning disability would move to new accommodation either Extra Care, Older Persons residential or nursing care.				
Mitigation:	An assessment of need would be carried out with the person, their family, support network and if appropriate advocate. If it is identified that the person would benefit from Older Adults services, then detailed planning would be undertaken to ensure it would best meet their needs. All activity would be in line with the Care Act 2014, Mental Capacity Act 1983 and Human Right 1998 . Learning from previous experience, we would be working with providers to identify services which would be successful for people with learning and physical disabilities.				
	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Impact:	These proposals would impact upon people with learning disabilities and people with physical disabilities receiving a variety of different service types. It is likely for a large percentage of those assessed the support that they receive would change.				

Mitigation: Assessed Care Act eligibility outcomes would still be met. Case Workers would discuss potential options with individuals who use services as part of the assessment process. For people who use day care services, this may mean that they receive a different type of service, or it is provided by a different organisation. Some choices that are currently available and that are more expensive may cease to be available. For some people, day services may act as a transitional service, rather than a long-term care option. Hampshire County Council would continue to invest in its supported employment contract to promote long term positive transformational change for individuals with social care needs. People in receipt of supported living or care at home services may experience an overall reduction in the volume (hours) of support received on a 1:1 basis as their needs are addressed in different ways. This would ensure that care plans are sustainable in the longer term as people would be less dependent on hard to source face to face care

	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:**

	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)

Some people who have been identified in this cohort have been reviewed as part of the Transformation to 2019 project. The savings target identified against this cohort has been modified to reflect this. Those individuals who are being reviewed would be reassessed twice over the course of 2 years in line with the Care Act requirement to regularly review support plans and to ensure a sustainable approach is taken to reducing packages of care.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Residential Re-Provide Supported Living

T21 Opportunity Reference: LD1 and PD1

Name of the accountable Officer: Jenny Dixon

Email address of the accountable Officer: jenny.dixon@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: 13/5/2019

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:

Learning Disabilities: Supported living is where people live with support in a domestic setting in their local communities. This will often mean sharing accommodation and/or support to some extent. There are approximately 600 people with a learning disability and/or autism, funded by Hampshire County Council, living in residential care homes in Hampshire (including short-stay placements). The annual cost of Learning Disability residential care to Hampshire County Council is approximately £49m. These proposals are designed to deliver savings of £2m. These proposals are a continuation of the existing (T19) residential re-provision programme and are expected to impact on approximately 130 people. Mental Health: There are approximately 180 people in Mental Health services funded by Hampshire County Council, living in residential care homes. The Mental Health proposal is designed to save £600k (from a total budget Residential and Nursing budget of 6m) and would impact on those people who are assessed as being able to move on and live more independently. Physical Disabilities: There are approximately 172 adults with a Physical Disability funded by Hampshire County Council living in residential care homes. The Physical disability proposal is designed to deliver savings to the value of £500k (from a total Residential and Nursing Care budget of 6m).

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:

This project would involve continuing to commission new forms of accommodation and support to reduce the reliance on residential care for people with a learning disability, Physical Disability or Mental Health condition. This would involve the development of new supported living schemes, including Extra Care housing, as well as supporting providers to deregister residential care homes into supported living units. Residential care provision would continue to become increasingly focused on those people with the most complex and urgent needs. Individuals in supported living would have their own tenancy, would be able to access a wider range of benefits and would have greater access to their own resources.

Who does this impact assessment cover? **Page 151**

Service users

HCC staff (including partners)

Engagement and consultation

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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Impact:	A small number of people in their 50s and 60's who have a learning disability, Mental Health condition and physical and or a medical needs and who would benefit from a change in accommodation would be encouraged to move into accommodation which is aimed at older people (people 55+), this could be residential or nursing care,				
Mitigation:	The people who are supported by these services would be assessed to understand their current needs and where it was demonstrated that they would benefit from accommodation more focused on supporting Older People. Dedicated social work resource would be made available to them and their carers / families to help understand their care needs and how they could be met by alternative accommodation. The families of the individuals who are supported would be fully involved where appropriate.				
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact: The de-registration of residential care homes would have a positive impact on people with a learning disability, Physical Disability or Mental Health condition. It would increase the security of their tenure in the accommodation as individuals have a tenancy agreement underpinning their occupation of the accommodation. They also would have access to housing benefits. The process of deregistration includes training for staff in person centred approaches and therefore changes the approach of staff to individuals to be more empowering. When individuals become tenants they would have greater opportunities to become active citizens with a greater role and stake in their local community.

Mitigation: People would be supported to move into supported accommodation by social work staff. Independent advocacy would also continue to be offered to them to help if it is required

	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:

	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

Impact:
Mitigation:

Other considerations

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

Impact: People with a learning disability, Physical Disability or Mental Health condition living in residential care have access to very little of their own money, once a care home is deregistered individuals living in it would have access their full benefit entitlements.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Mental Health Review & Reassess

T21 Opportunity Reference: MH1

Name of the accountable Officer: Jason Brandon

Email address of the accountable Officer: jason.brandon@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: 13/3/2019

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 Adults' Health and Care currently fund a range of residential and nursing care and support packages for working age adults who have been assessed with eligible need under either the Care Act 2014 and/ or the Mental Health Act 1983 and who require the use of mental health services. The current social care offer is aimed at people who present with complex needs and often a variety of diagnoses which might include psychiatric and/ or psychological conditions and/or addiction. People may have lived in residential settings for many years in the community sometimes a long way from Hampshire.

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:

There are 450 packages of care currently funded at £6,338,000. It is proposed to reduce this budget by £600,000. People would be supported using a strengths-based approach with a view to moving away from traditional models of 24hr care toward greater independent living. The current approach to commissioning care and support packages continues to require further transformation as a continuation of this established workstream.

The proposed changes and likely impacts include:

- A change in living arrangements for individuals
- Less reliance on Residential/ Nursing Care Providers
- Risk to stability of Provider Market
- Increased expectation on District/Borough Housing Depts

Who does this impact assessment cover?

Service users

HCC staff (including partners)

Engagement and consultation

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.

This programme of work involves working alongside the population known to the department through the previous T19 agenda in view of the same outcomes. 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Impact:	There is an expectation that people would move into accommodation which would meet their needs to maximise their independence. For those people growing older, this may impact on their expectation to remain in lifelong residential care if they are deemed to be capable of residing in an alternative arrangement with an appropriate level of available care and support. This could include the concern of loneliness and isolation which in turn may trigger the deterioration in an older person's mental health and ability to self care. Similarly, those younger people with complex mental health needs who are experiencing transition into adult services would also not automatically move into 24hr care provision.				
Mitigation:	Each person in receipt of a current package would be supported carefully and sensitively to understand how their needs are being assessed with the right to an advocate if required. Whilst recognising the issues affecting potential impact of 'change' for someone growing older and moving into adult services, the application of a strengths-based approach is fundamentally aimed at ensuring the person is heard and that their rights are respected by the social care professionals involved in this process. A range of contemporary supported accommodation options are also available including Extra Care for people which should minimise the risk of loneliness and isolation. Housing Providers are also working alongside this workstream to involve new 'well-being' support staff (I.e. Vivid Housing). Inclusion of NHS age appropriate services and involvement of advocacy will be integral.				
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Impact: People using mental health services and who are often subject to s117 Mental Health Act are likely to feel challenged by the prospect of change to their care and support provision as a result of the associated disability they live with. Care and support provision in conjunction to accommodation arrangements are fundamental to the welfare and recovery of people experiencing problems with their mental health. Group living in residential care has been a traditional offer in Hampshire for many years and is often prescribed by medical staff for individuals on their in/out-patient treatment pathway. The proposal to develop mental health supported living schemes attracts the risk of 'Not in My Back Yard'ism and the negative stigmatisation towards this vulnerable group of adults.

Mitigation: Residential care arrangements will continue to remain available for those people who are deemed to require 24 hr care and support. However, it is anticipated, that this would be a smaller group of people in need of 24 hr provision after a number of examples of care reviews have led to people moving into supported living arrangements with great success despite the experienced level of disability. Some of the challenges which people have overcome have been achieved with the use of assistive technology, personal care packages, use of direct payments, personal health budgets and excellent health & social care support. Close partnership working with people, other care/ relevant agencies has demonstrated that living with a mental disability does not necessitate the experience of residential care. Careful community engagement and support from relevant local public and voluntary agencies would be essential when establishing new schemes and challenging any negative stereotypes.

	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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Impact: There is an over representation of people in England who would identify themselves from Black Asian Minority Ethnic (BAME) background who have been or who are subject to detention in the mental health system. Many people in need of care and support packages are also subject to s117 Aftercare as a result of having been detained under the Mental Health Act 1983. The reduction of residential provision would impact on people from BAME backgrounds in respect to the prospect of being offered a change in their current arrangements which is sensitive to their cultural needs across all Hampshire communities. There is a risk from local communities of stigmatisation of developing housing support schemes leading to the negative impact on mental state and stability of residents.

Mitigation: Accommodation for people in need of services as a result of their mental health is available in all local communities across Hampshire. The programme of developing Extra Care schemes is being rolled out to ensure each area provides access subject to eligible need. Community engagement is essential without involvement of specialist mental health housing officers in conjunction with local districts/ boroughs and Registered Social Landlords. People from BAME backgrounds will have access to a variety of means to take greater control of their lives including; interpreters, advocacy, direct payments, personal health budgets, assistive technology and would be supported to access local community support in respect of their individual needs and cultural requirements.

	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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Older Adults Transformation

T21 Opportunity Reference: OA1-6

Name of the accountable Officer: Ian Cross

Email address of the accountable Officer: ian.cross@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: 18/4/2019

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 County Council has a statutory duty to meet the eligible care needs of an individual. Support is provided to older adults with the aim of maximising a person's independence whilst ensuring their care needs are met through Strength Based approach. This support is delivered through a variety of care services including the provision of domiciliary care, residential and nursing care, short term beds and respite care.

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 Older Adults Transformation programme aims to reduce the overall spend on the Older Adults operating budget by £9.3m from an existing budget of £108.1m by 2023/24. This would be achieved through the development of alternative models of care and new services which would decrease the requirement for spending on traditional domiciliary care and prevent admission to longer term residential and nursing care, see additional information for more detail. The aim would be to increase a person's independence and ensuring that the care provided truly reflects the individual's needs.

Who does this impact assessment cover?

Service users

HCC staff (including partners)

Engagement and consultation

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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Impact:	Some older adults with less complex needs could receive less commissioned services from Adults' Health and Care through the increased use of universal and other voluntary sector services when compared to previous individuals who received care. Some older adults, particularly those who have had an episode of ill-health may receive alternative services to meet the immediate care need with the intention of preventing their need escalating to long term residential care services. Some older adults may need to review their residential care setting as they transfer from self-funding their care to provision of care by Adults' Health and Care.				
Mitigation:	Some new services (as detailed in the additional information section below) would deliver benefits to all age groups which balances the impact of lower levels of service in other areas.				
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	Some service users who would previously have entered residential care may not receive such services from Adults' Health and Care.				
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact: Implementation of new framework for domiciliary care could have a positive impact on increased availability of service in “hard to reach” areas.

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)

T21 Older Adults Transformation programme aims to increase the independence of individuals, provide alternatives to long term residential care and deliver savings against current spending on Older Adults services by;

- Supporting individuals to meet their care needs and maintain independence in the community without the need for paid for services from Older Adults
- Meeting an individual's care needs using a strength based approach, greater use of local community and voluntary organisations, better use of technology and Personal Assistants to reduce the demand for domiciliary care.
- Reducing the need for long term residential care by providing suitable alternatives, both short term and long term.
- Increasing the availability of Extra Care Housing where individual continue to own or rent their own home.
- Expanding the Shared Lives offering for Older Adults which provides care for individuals in the home of a paid carer. - Increasing the use of technology enabled care including working with the Argenti partnership to develop and implement the use of Cobots to support lifting and handling of individuals reducing the need for double handed care.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Strategic Review of HCC Care Services Provision.

T21 Opportunity Reference: IH1 - IH4 Strategic Review of HCC Care Services Provision.

Name of the accountable Officer: Karen Ashton

Email address of the accountable Officer: karen.ashton@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: 15/5/2019

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 County Council Adults' Health and Care have sixteen council owned residential and nursing care units with 962 places, predominantly for older people, spread across Hampshire, the service is called HCC Care. The service employs 1300 Full Time Equivalent staff (2018/19) across nursing, care, catering and other ancillary roles. Services are rated by the Care Quality Commission as "Good". Occupancy varies across the different locations between 85 – 93%. The current total service budget is 41.7 million.

Geographical impact:

All Hampshire

Fareham

New Forest

Basingstoke & Deane

Gosport

Rushmoor

East Hampshire

Hart

Test Valley

Eastleigh

Havant

Winchester

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

To achieve the required cost reduction target of £1.65m by 2021 there is a need to undertake a whole service strategic review of HCC Care provision to: Identify future options for the service in terms of estate i.e. broadly remain as is or increase / decrease in terms of the quantum of care provided across Hampshire. Define and implement a sustainable workforce strategy. The outcome of the review would ensure HCC Care provision is aligned with the Adults' Health and Care Market Position in areas where both short and long-term beds are required. Depending on the outcome of the analysis there may be a mix of home closures (subject to a careful de-commissioning programme), re-provision or an increase in bed capacity numbers through an expansion in areas where there is forecast unmet demand. In addition this work would lead to revisions to deployment, delegation and supervision of staff and the programme also assumes building on existing technology enhancement with additional technological functionality to achieve interoperability, thereby enabling advanced performance scorecards for management monitoring and reports. These actions could result in staffing efficiency, whilst maintaining safe levels of care that meet regulator expectations, delivering services within budget and reducing pressure on departmental resources.

Who does this impact assessment cover?

Service users

HCC staff (including partners)

Engagement and consultation

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.

Statutory considerations

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

Impact:

Any change would impact upon predominantly older people as potential future users of these services. From research it is known that moving older people may be detrimental to their wellbeing. Any changes in the location of care that might occur through this process would be cognisant of the risks and mitigate such impacts as it has been proven that these can be minimised, and if managed properly that there is no significant risk posed to them by moving (Ref: An Evaluation of the Modernisation of Older People's Services in Birmingham – final report. 2011. University of Birmingham's Health Services Management Centre). Contained within the report are a series of recommendations which Hampshire County Council would adhere to. The buoyant local labour market in Hampshire means recruitment is challenging. The competition in the hard to recruit groups, e.g. catering and care staff, from higher private sector organisations including the service, entertainment and retail industries which can provide more attractive packages than Hampshire County Council terms and conditions. In making any changes there would be a need to ensure that there are enough resources to maintain safe, effective care for residents and staff. It would be essential that during any process change, plans must demonstrate safe levels of personalised care to the regulator, the Care Quality Commission (CQC). The impact of any proposed changes would not adversely affect any specific protected groups. Staff would be supported to ensure that they are supported to use the technology effectively and that where necessary reasonable adjustments are put in place.

Mitigation:

Assuming the review goes ahead we would ensure the approach to any consultation that would be in line with best practice including employing independent advocacy services to ensure that the residents and their families were able to influence their personal circumstances and participate in the consultation to the best of their ability. Fair and transparent HR processes would apply to any staff changes.

	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Impact:	Any change may affect residents who are either physically frail or have physical disabilities. There may also be people who have Dementia.				
Mitigation:	Detailed dependency assessments for individuals affected would be carried out. Effective person-centred transition plans and support for residents and families would be put into place for each of the residents.				
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:					
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	We acknowledge that these changes would have a disproportionate impact on women. This is because on average there are more women than men living and working in residential accommodation.				
Mitigation:					
Marriage or civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Impact:	There would be a requirement to ensure that the outcomes do not impact upon the ability of the residents in these homes to maintain their relationships with their spouses, partners, wider family members, friends or other social connections.				

Mitigation: Person centred transition plans would be put into place for each of the residents. The families of the residents would be fully involved where it is appropriate. Friendship groups within the homes would be identified so that they can be considered should people want to move together. Fair and transparent HR processes would be followed

	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)

In order to minimise any risks associated with moving older people, Hampshire County Council would follow best practice in terms of supporting residents through use of advocacy services, effective communication, dedicated care management resource and robust person-centred planning. Depending on the outcome of the analysis, proposed changes may have an impact on staff. Once the analysis is known a separate EIA will be carried out to examine the impact of staff as appropriate.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Working Differently
T21 Opportunity Reference: WD1 – WD4 Working Differently
Name of the accountable Officer: Michael Burton
Email address of the accountable Officer: Michael.Burton@hants.gov.uk

Department:

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

Date of assessment: 8/4/2019

Is this a detailed or an overview EIA?

Detailed	Overview
<input type="checkbox"/>	<input checked="" type="checkbox"/>

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 Working Differently programme focus on the way our staffing budget can be reduced. It looks for efficiencies through the use of new technologies and new ways of working across Adults' Health and Care. Savings would be made through a reduction in the workforce, workforce related costs and travel costs of the department, alongside a potential increase in income. Changes to ways of working to meet the delivery of outcomes to our population and the attendant operational demands will be required to mitigate the reduction in staff numbers.

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:

As a consequence of future proposals, it is envisaged that there could be an overall reduction of the Adults' Health and Care workforce and/or an increase in workload to secure new income. The exact posts and teams potentially affected would not be known until significant further work is undertaken. Working Differently would involve changing how the department is organised and the way it works. The programme would simplify or stop tasks that are currently undertaken, wherever this is possible. New technology would be introduced and investment would be made to create the necessary changes.

Who does this impact assessment cover?

Service users HCC staff (including partners)

Engagement and consultation

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.

Staff engagement will be required to understand possible approaches to achieve the required savings target. 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Impact:	The demographic mix of the department’s workforce shows a higher number of older staff. Further work would be required to identify who falls within the affected staff group and where they work, for example in our directly delivered care provision, this would be clear once further analysis has been carried out.				
Mitigation:	Project team would continue to review and update the Equality Impact Assessment (EIA) as and when it determines which staff members may be affected. Strategies used for previous restructures, including redundancy offers, managed recruitment and redeployment where possible would be used as necessary. Any future trade union consultation would be designed to ensure that all staff, taking into account their protected characteristic, are equally consulted on the proposals to come.				
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Impact:	Relative to the Hampshire County Council average, the department includes a higher percentage of disabled staff than the County Council overall				
Mitigation:	The Working Differently project team would continue to review and update the EIA as and when it determines which staff members may be affected. Strategies used for previous restructures redundancy offers, managed recruitment and redeployment where possible would be used as necessary. However, given the focus of the department action would continue to be taken to support and increase employment for people with disabilities. Any future trade union consultation would be designed to ensure that all staff, taking into account their protected characteristic, are equally consulted on the proposals to come.				

	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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Impact: The affected group has a higher percentage of BME staff than the County Council overall
Mitigation: Project team would continue to review and update the EIA as and when it determines which staff members may be affected. Strategies used for previous restructures redundancy offers, managed recruitment and redeployment where possible would be used as necessary. However, given the focus of our service provision we will continue to support and increase employment for Black Asian and Minority Ethnic staff that reflect the communities in which we operate. Any future trade union consultation would be designed to ensure that all staff, taking into account their protected characteristic, are equally consulted on the proposals to come.

	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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Impact: Relative to the Hampshire County Council average, the department includes a higher percentage of female staff than the County Council overall.
Mitigation: Project team would continue to review and update the EIA as and when it determines which staff members may be affected. Strategies used for previous restructures redundancy offers, managed recruitment and redeployment where possible would be used as necessary. Any future trade union consultation would be designed to ensure that all staff, taking into account their protected characteristic, are equally consulted on the proposals to come.

	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)

If agreed, proposals would have a significant impact on staff due to reduced staff numbers over time, potential changes to the skill and capabilities mix, increases in workload, changes to the day to day work that people undertake and a move towards a more flexible workforce. Further development of productivity, more efficient processes, smarter working and exploitation of modern technology would all play their part in this. Specific operational teams and headquarters functions may become less flexible to respond to nonstandard requests. Given that the overall staff numbers could reduce there may be an impact on service users too. At this stage of the programme it is not yet known what service areas or client groups could be affected. As the detail is emerging more in depth EIAs would be carried out to identify the impact not only of staff but also on service delivery.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Substance Misuse Service

T21 Opportunity Reference: PH2

Name of the accountable Officer: Ileana Cahill

Email address of the accountable Officer: ileana.cahill@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: 4/4/2019

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:

There are two services in Hampshire that reduce drug and alcohol related harm. The Substance Misuse Service (2020/21 £8,000,000) provides drug and alcohol treatment to adults and young people. Currently 3,500 adults and 300 young people access treatment annually for their drug /alcohol use. The service also works with pharmacies across Hampshire to deliver a needle exchange scheme and support those requiring medication for their opiate addiction. Alcohol Nurse Services (£230,000) are provided in conjunction with acute trusts to identify adult patients in hospitals who are consuming alcohol at hazardous levels and referring onto community substance misuse services.

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:

There has already been an agreed budget reduction for the substance misuse treatment service of £900,000 in 2020/21. It is proposed to make a further reduction of £1.2 million this could be achieved by making the following changes:

- Staff reductions for both the community substance misuse service and alcohol nurse service
- Reduction in available physical treatment hubs across Hampshire and capacity to deliver satellite services and outreach.
- Reduction in opening times of services.
- Reduction in key worker and group-work sessions
- Reduction in the Carers Service (support that is available for families and children where one or both of parents are alcohol / drug dependant)
- Increase in waiting times for alcohol and drug treatment.
- Eligibility criteria (related to severity of dependence) introduced to access services (i.e. increasing / high risk drinkers excluded)
- Less specialist clinics delivered within treatment hubs such as Wellbeing Clinics which includes Blood Bourne Virus testing (Hepatitis B & C and HIV), vaccination (Hepatitis B) and referral onto treatment.
- Reduced access to specialist inpatient drug / alcohol detoxification
- Reduced number of pharmacies providing needle exchange, health screening and opiate substitution therapy.

Who does this impact assessment cover?

- Service users HCC staff (including partners)

Engagement and consultation

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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Impact: Young people (up to 25 years): Particular groups of young people are identified as more vulnerable to substance misuse include those with mental health issues; young offenders; young people in care; homeless young people; excluded pupils or frequent non-attenders; sexually exploited. Of the young people currently supported by the service, the majority have wider vulnerabilities and support needs. (e.g. 83% report a mental health concern, 22% child in need/child protection plan in place, 21% involved in anti-social behaviour/criminal activity, 11% domestic abuse) with 89% reporting early onset of substance misuse. The reduction in investment would result in services for young people up to 25 years being less accessible and visible. Access to short-term (6 weekly) targeted services for vulnerable young people to prevent escalation of misuse of drugs / alcohol would need to be restricted.

Currently, 17% of adult service users are living with their children (under 18 years). The reduction in investment would potentially result in an increase in harms and a reduction in support (from the substance misuse service) to children and families who have alcohol / drug dependant parent.

Adult population 30-49 years: Approximately 50% of adults accessing substance misuse services in Hampshire are aged between 30 – 49 years. 66% of those people in treatment for their opiate addiction are between the ages of 30 and 49 years. This cohort require intensive care and support (including medical treatment) to enable recovery. A reduction of access to treatment amongst these age groups could result in a decrease in the numbers of people accessing substance misuse treatment and a likely increase in the unmet need across Hampshire. This age group also have the highest number (nearly two thirds) of all drug related deaths across Hampshire. Accessing substance misuse treatment services is a protective factor in preventing drug related deaths and reducing access to these services for this cohort of people could result in an increased number of deaths.

Alcohol related admissions have been steadily increasing over the past 10 years and in 2017/18 there were nearly 25,000 adult Hampshire residents who were admitted to hospital because of a health condition that was attributed to alcohol. Few services supporting alcohol clients are likely to contribute towards an increase in alcohol admissions to hospitals.

Mitigation: Key organisations working with young people and families provided with training and development to increase capability of front-line workforce to be able to support a lower level substance misuse need within a family or young person. Prioritise opening times to meet client's needs. Seek to work with partners to secure free use of outreach venues where possible. System wide process and pathway review with the ability to prioritise and reorganise, within the resource allocation.

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

Impact: Mental Health: People with drug and/or alcohol dependencies often have complex needs and other related or unrelated health problems. For example, 53% of service users within the substance misuse service have an identified mental health need. The service is currently working jointly with primary care and secondary mental health services to support service users who have a co-occurring substance misuse and mental health need. Joint working arrangements could be affected, and lower level mental wellbeing support may not be available within the service. The reduction in funding could disproportionately affect those with complex needs who require greater access options and more intense support. This could affect the progress of an individual's recovery and potentially the risk to their health and wellbeing, including risk of death.

Mitigation: Clear joint working protocol developed which describes referral, assessment and treatment pathways.

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

Impact: Whilst there are relatively low numbers of the Lesbian, Gay, Bisexual and Transgender (LGBT) population currently accessing the substance misuse service (88% of service users identified themselves as heterosexual), evidence suggests that this group face a higher risk of substance misuse. Funding reductions may impact on specific activities aimed at this client group.

Mitigation: We would seek to work with relevant LGBT organisations to increase capacity of front-line staff to support lower level substance misuse needs.

Positive	Neutral	Low negative	Medium negative	High negative
----------	---------	--------------	-----------------	---------------

Race	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Impact:	Whilst most people (93%) within the Hampshire substance misuse treatment system are White British, this does vary geographically. Currently outreach into Black and Minority Ethnic (BME) communities and the location of physical hubs in areas with higher proportions of the Hampshire BME population has resulted in greater proportion of ethnic minorities to engage in treatment. For example, in Aldershot 11.9% of service users are from BME communities. A reduction in capacity and services could affect the ability to engage with BME communities.				
Mitigation:	Prioritise to keep open hubs where there is a higher representation from BME communities. Continue to require service providers to undertake an annual Health Equity Audit and produce a service improvement plan showing how access to services could be improved.				
	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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	There is no data available locally to determine access to substance misuse services, however national research suggests that this population are at a higher risk of misusing drugs and alcohol.				
Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Gender	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Impact:	Currently 49% of the population of Hampshire are male, however 66% of people accessing treatment for drug and alcohol misuse in Hampshire are male. Less women (33%) currently access substance misuse services than men. A reduced service could impact on the number of women accessing support. At present the substance misuse service offers women only groups which are particularly important as some would have experienced domestic abuse. Funding reductions may impact on specific activities to engage women, particularly those with domestic abuse and substance misuse.				
Mitigation:	Prioritise women only groups in areas of highest need.				
	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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Impact:	There are health risks for both mother and baby if the mother misuses drugs and/or alcohol. Currently, 10 pregnant mothers accessed the service in 2018/19. The impact of reduced funding may result in a reduced availability of service to pregnant mothers.				
Mitigation:	Ensure effective pathways and care coordination between substance misuse treatment and maternity services and children's services are robust to ensure adequate care.				

Other considerations

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

Impact: Deprived communities are associated with the problematic use of drugs such as heroin and crack cocaine. Although problematic use of these drugs is not exclusively related to deprivation it is much more common among those living in poverty. The impact of harmful and dependent drinking is greatest in deprived communities. There would be a reduction in access to substance misuse services for those living in poverty. National statistics show that there are higher numbers of drug related deaths in areas of deprivation. Both Gosport and Havant have higher than average deaths. Health outcomes such as rates of alcohol related conditions, alcohol related mortality and alcohol related hospital admissions for those living in local authority areas where there are high levels of deprivation in Hampshire is likely to increase.

Mitigation: Prioritise resources to ensure that substance misuse services are visible and accessible in areas where there are high levels of deprivation.

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

Impact: The current substance misuse service has a good foot-print across Hampshire with 9 treatment (in the main towns) and several satellite services in more rural areas. A reduced budget would decrease the availability of satellite services and outreach in more rural communities.

Mitigation: Develop proposal for digital / virtual support where appropriate, although this would not suit all service users particularly those receiving medical interventions and more complex / higher level support.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Sexual Health
T21 Opportunity Reference: PH3 Sexual Health
Name of the accountable Officer: Robert Carroll
Email address of the accountable Officer: Robert.Carroll@hants.gov.uk

Department:

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

Date of assessment: 17/4/2019

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 Council is mandated to secure the provision of comprehensive open access sexual health services. We meet these responsibilities through a Level 3 Integrated Sexual Health Service, providing contraception, Sexually Transmitted Infection (STI), sexual health promotion and psychosexual counselling services across 16 geographical locations plus outreach and online services. The 2019/20 budget for this service is £6,850,391. The service sees approximately 30,000 residents per year. The Council also commissions a Long Acting Reversible Contraception (LARC) service, delivered within General Practice (2019/20 budget is £1,450,000) and an Emergency Hormonal Contraception (EHC) service delivered within Community Pharmacies (2019/20 budget is £183k).

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 Sexual Health T21 saving requirement is £958k. Total spend on sexual health services has already reduced by 18.6% since April 2013. A further reduction could potentially result in the following changes:

- Closure of a hub and a number of spoke clinics
- Reduced availability of clinics/appointments
- Longer travel times to clinics
- Reduction in staff required to deliver clinics
- Reduction in outreach and specialist clinics for vulnerable groups
- Increased demand on general practices
- Potential restriction of services based on age, risk profile and clinical need
- Increase in unintended pregnancies, unintended maternities and abortions
- Potential increase in Sexual Transmitted Infections (STI) and STI related complications

Who does this impact assessment cover?

- Service users

Engagement and consultation

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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Impact: Young people aged 15-24 are one of the population groups who are most at risk of unintended pregnancy, sexually transmitted infections (STIs) and sexual exploitation. 60% of all STIs are in young people aged 15-24 and babies born to mothers under 20 years have a 24% higher rate of stillbirth, a 56% higher rate of infant mortality and a 30% higher rate of low birth weight. Children born to teenage mothers also have a 63% higher risk of living in poverty. Mothers under 20 years have a 30% higher risk of poor mental health 2 years after giving birth. A reduction in sexual health clinic access and capacity is likely to have a high negative impact on young people, who are also less likely to use their GP for contraception and less likely to have access to private transport.

Mitigation: We would ensure that young people (under 25) remain a priority for commissioned services and seek to ensure that all young people can access a sexual health clinic within 30 minutes travel by public transport. Where this is not possible we would seek to commission outreach and/or satellite services. We would support the development and delivery of Relationship & Sex Education in schools and encourage young people to use their GP for contraception services. We would continue to encourage low-risk asymptomatic residents to use online STI services appropriately which would release capacity for higher-risk residents, including young people, to be seen in face 2 face clinics.

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

Impact: There is limited evidence to suggest that people with disabilities are more at risk of poor sexual health outcomes however a reduction in the availability of sexual health clinics is likely to have a negative impact on people with disabilities, particularly if they limited access to accessible transport. The Level 3 Integrated Sexual Health Service currently provides a practitioner-referral specialist clinic for people with learning disabilities in each hub, recognising that people with learning disabilities often require more support and longer appointments to manage and improve their sexual health. There is a risk that these clinics may need to be discontinued.

Mitigation: We would work to ensure the continued delivery of these specialist clinics within the reduced funding available. We are also developing an electronic sex & relationships learning package to support front-line practitioners to provide more sex & relationships support to adults with care and support needs.

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

Impact: Gay, Bisexual men and men who have sex with men (MSM) are another key population group at high risk of poor sexual health, particularly in relation to HIV and other STIs, and they are a priority group for the Level 3 Integrated Sexual Health Service. The number of STI diagnoses in MSM has risen sharply in England over the past decade. A reduction in access to sexual health clinics is likely to have a high negative potential impact on the sexual health of men who have sex with men. Lesbians, Bisexual women and women who have sex with women are generally at low risk of unintended pregnancy and STIs but many women who have sex with women also have a history of sex with men.

Mitigation: We would ensure that men who have sex with men remain a priority for commissioned level 3 sexual health services and seek to ensure that all MSM can access a sexual health clinic within 30 minutes travel by public transport. We would ensure that MSM who are asymptomatic of disease also continue to have access to free condoms and regular STI home-sampling.

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

Impact: People from Black, Asian and Minority Ethnic background (BAME) are also a population group at high risk of poor sexual health, particularly men and women of Black and mixed Black ethnicity, who are at increased risk of unintended pregnancy, bacterial STIs and HIV. A reduction in sexual health clinic access and capacity is likely to have a high negative impact on people from BAME groups who currently underutilise sexual health services and who are also less likely to have access to private transport.

Mitigation: We would ensure that people from Black BAME groups remain a priority for commissioned level 3 sexual health services and seek to ensure access to a sexual health clinic for all residents within 30 minutes travel by public transport. We would also ensure that people from BAME groups continue to have access to free condoms and regular STI home-sampling.

	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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Impact: There is limited data on the sexual health of people who have had or are undergoing gender reassignment but there is evidence that Trans women are likely to be at increased risk of HIV and STIs (similar to men who have sex with men). Transgender people are at increased risk of social and economic exclusion and exclusion in healthcare and they are at increased risk of low self-esteem, suicide, discrimination, hate-crime and violence. Trans people also have an increased likelihood of involvement in commercial sex work, which also increases their risk of poor sexual health. A reduction in sexual health clinic access and capacity is likely to have a high negative impact on transgender people (particularly trans women). The level 3 Sexual Health Service currently provides a specialist sexual health clinic for people involved in sex work and there is a risk that this specialist clinic would need to be discontinued.

Mitigation: We would ensure that transgender people remain a priority for commissioned level 3 sexual health services and seek to ensure access to a sexual health clinic for all residents within 30 minutes travel by public transport. We would also ensure that transgender people continue to have access to free condoms and regular STI home-sampling.

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

Impact: The majority of women will require contraception services to avoid unintended pregnancy and it is estimated that most women will require contraception for at least 30 years. Most methods of contraception have been developed for use by women (pills, implants, coils, injections etc) and it is women that primarily face the emotional, physical, social and economic costs of unintended pregnancy. Female anatomy also puts women at an increased risk of STIs and women are less likely to experience and to recognise STI symptoms, which increases their risk of long-term complications of undiagnosed and untreated STIs, including pelvic inflammatory disease, ectopic pregnancy and infertility. A reduction in access to sexual health clinics is likely to have a high negative impact on the sexual and reproductive health of women.

Mitigation: To mitigate this impact we intend to maintain the Council's current spend and provision of Long Acting Reversible Contraceptive (LARC) Services and Emergency Hormonal Contraception (EHC) services. To ensure sufficient access and capacity we plan to maintain the Public Health Open Framework model of commissioning these services, ensuring that any qualified provider is able to apply for a contract to provide these services. We would support the effective delivery of statutory relationship and sex education in schools and continue to encourage women to access their GP for contraception provision. We would also work with Clinical Commissioning Groups to ensure that abortion services are also able to provide women with their preferred method of contraception and we would work with maternity and public health 0-19 services to ensure that women are supported to access post-natal contraception. We would continue to ensure that both women and men who are asymptomatic of disease have access to STI home-sampling services and access to a level 3 sexual health service within 30 minutes by public transport, if they have STI symptoms.

	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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Impact: Unintended pregnancy is frequently the result of poor knowledge, access, choice and provision of contraception, including the most effective LARC methods of contraception. Unplanned pregnancies can end in abortion, miscarriage or maternity. Many unplanned pregnancies that continue will become wanted. However, unplanned pregnancy can cause financial, housing and relationship pressures and have impacts on existing children. Restricting access to contraceptive provision can therefore be counterproductive and ultimately increase costs. The highest numbers of unplanned pregnancies occur in the 20-34 year age group. Women are offered antenatal screening for a number of STIs (HIV, Syphilis and Hepatitis B) during pregnancy as these infections can be passed to babies during pregnancy and at delivery. The harmful effects of STIs in babies may include stillbirth, low birth weight, brain damage, blindness and deafness. Antenatal screening during pregnancy is commissioned by the NHS and is therefore not within the scope of this proposed change

Mitigation: We intend to mitigate the risk of unintended pregnancy by maintaining the Council's current spend and provision of Long Acting Reversible Contraceptive (LARC) Services and Emergency Hormonal Contraception (EHC) services. We would support the effective delivery of statutory relationship and sex education in schools and continue to encourage women to access their GP for contraception provision. We would also work with Clinical Commissions Groups to ensure that abortion services are also able to provide women with their preferred method of contraception and we would work with maternity and public health 0-19 services to ensure that women are supported to access post-natal contraception. We would also ensure that both women and men have continued access to asymptomatic STI home-sampling services and access to a level 3 sexual health service within 30 minutes by public transport.

Other considerations

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

Impact: There is evidence of a strong positive correlation between socio-economic deprivation and poor sexual health, including unintended pregnancy, teenage pregnancy and rates of new STIs. The relationship between deprivation and sexual health is complex and is likely to be influenced by a range of factors, including the provision of and access to sexual health services, as well as education, health awareness, health-care seeking behaviour and sexual behaviour. A reduction in access to sexual health clinics is likely to have a potential negative impact on the sexual health of people living in our more deprived areas.

Mitigation: We would reduce this risk by ensuring that services are located and promoted in areas of greatest need and/or deprivation, ensuring that all residents are able to access a level 3 sexual health clinic within 30 minutes by public transport. Where this is not possible we would seek to commission outreach and/or satellite services and/or promote the availability of online services. We also intend to maintain the Council's current spend and provision of Long Acting Reversible Contraceptive (LARC) Services and Emergency Hormonal Contraception (EHC) services and we would seek to ensure that there is sufficient access and capacity within the most deprived areas of the County, ensuring that any qualified provider is able to apply for a contract to provide these services.

	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: The current Level 3 integrated Sexual Health Service has a good foot-print across Hampshire with 16 clinical sites (in all major towns) and several outreach clinics in more rural areas. A reduced budget would decrease the availability of satellite services and outreach in more rural communities.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Domestic Abuse Victim and Perpetrator Services

T21 Opportunity Reference: PH4 Domestic Abuse Victim and Perpetrator Services

Name of the accountable Officer: Jude Ruddock-Atcherley

Email address of the accountable Officer: Jude.Ruddock-Atcherley@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: 9/4/2019

Detailed

Overview

Is this a detailed or an overview EIA?

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 services provide specialist support for victims and perpetrators of domestic abuse and their families, providing a variety of functions, including:

- Domestic Abuse Front Door: first point of contact/information/advice/assessment/triage for victims/ children/ perpetrators and professionals.
- Early intervention/prevention
- Support/interventions for victims and perpetrators
- Support for children/young people & adults at risk
- Links between the perpetrator and victim services: ensuring that all members in a family are appropriately supported.

During 2016/17 over 4,500 adults/children supported by victim services, with 259 referrals to perpetrator services (160 accessed interventions, 36 completed). 96% of victims were female and 98% perpetrators male, with the majority identifying as heterosexual.

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:

Reduced by 9% already a further reduction of 13% reduction would potentially have the following impact on the services:

- Staff reduction for both the community and accommodation-based services
- Reduction in physical bases for the delivery of support, community outreach, and group work interventions
- Reduction in opening times of services • Reduction in key worker and group-work sessions
- Reduction in specialist services for children and young people affected by domestic abuse
- Reduction in prevention and early intervention services, including training to professionals
- Increased waiting times for support services
- Reduction of availability of crisis accommodation
- Increasing thresholds of risk relating to eligibility for services
- Reduction in the variety of specialist or tailored/personalised needs led interventions.

Who does this impact assessment cover?

- Service users HCC staff (including partners)

Engagement and consultation

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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Impact: Children and young people (CYP) support services would be reduced, less accessible and less visible, and with increased waiting times. Pathways of referrals (e.g. schools/children's social care) may need to be restricted. 40,000 CYP in Hampshire were estimated to be affected by domestic abuse in 2017-18. Flexible opening times are important for those adults of working age in order to access services outside of working hours. Older people (aged 59 and above) are also particularly vulnerable to domestic abuse and have often been the age category for Domestic Homicide Review cases in the county. Victims of domestic homicides (seen at Domestic Homicide Reviews, or DHRs) are most commonly found to be in the 'medium' risk category and often not well known to services. Reductions in funding make it increasingly challenging to access these groups of people, make services accessible and provide the adequate levels of support. There is a specific need for perpetrator interventions in the 18-24 year old age category, which would be affected with a reduction in funding.

Mitigation: Key organisations working with young people and older people provided with training and development to increase capability of front-line workforce to be able to support a lower level domestic abuse need. Prioritise opening times to meet clients' needs. Children's and Adults' Health and Care departments would work together to carry out a system wide process and pathway review with the ability to prioritise and reorganise, within the resource allocation.

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

Impact: Domestic Abuse services were accessed by around 700 people in 2017/18 with some form of self-reported disability. For those who specified what type of disability they had (583 people), the majority were people with a mental health issue (85%, 490 people). Disability relating to physical health was identified by 12% (71 people), and learning disabilities by 2% (14 people). A small number of people reported hearing or visual impairment. Reduced service funding could impact time available to work with clients around their mental health needs and working arrangements with mental health services, or clients requiring more intense interventions due to their individual needs. Reduction in accommodation-based services could see further restrictions in already scarce resources of adapted crisis accommodation.

Mitigation: Clear joint working protocol developed which describes referral, assessment and intervention pathways. Further work and links with the national network of refuges to identify access to suitable accommodation around the county, particularly with neighbouring authorities.

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

Impact: Whilst there are relatively low numbers of the Lesbian, Gay, Bisexual and Trans (LGBT) population currently accessing the Domestic Abuse victim service (1.7%), evidence suggests that this group faces a higher risk of experiencing domestic abuse. Our data shows that men, and people in same-sex relationships, appear to be least likely present to victim services, and even less likely to present to perpetrator services.

Mitigation: Work with relevant LGBT organisations to increase awareness of services and capacity of front-line staff to support lower level domestic abuse needs and to understand referral pathways to both victim and perpetrator services.

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

Impact: In Hampshire 3.8% of the population is of Asian origin and 1% of Black origin, the largest ethnic group accessing the Domestic Abuse victim services was White British (67%) followed by British (4%). Asian/Asian British represented 2% and Black/Black British 1%. For perpetrator services, 2016/17 data show that of those referring to the service, 4.7% were Asian/Asian British and 3.3% were Black/African/Caribbean/Black British. There is some outreach into Black and Minority Ethnic (BME) communities and identified areas of need. Reduction in capacity and services could affect the ability to engage with BME communities.

Mitigation: Prioritise to keep outreach and awareness raising of services in areas where there is higher representation from BME communities. Continue to undertake annual Health Equity Audits and service improvement plans.

	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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Impact: Nobody who identified as having undergone or who were undergoing gender reassignment was recorded as having accessed Domestic Abuse services in 2017/18. Reduction in funding would make it increasingly difficult to resource targeted work to reach out to people who have undergone gender reassignment.

Mitigation: Consider this in the development of the Safe Spaces transformational element of the new contract.

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

Impact: The Domestic Abuse services aim to support both men and women who are victims and perpetrators of domestic abuse, but very few male victims access these services. Victim services work predominantly with women, and perpetrator services mostly with men. Reduced services could impact on the number of people accessing support from both angles. Many group work environments won't work with mixed genders and therefore specialist male/female groups would reduce in frequency (or altogether).

Mitigation: Prioritise gender specific groups wherever possible. Consider male victims in the development of the Safe Spaces transformational element of the new contract.

	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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Impact: Pregnancy is a risk factor for increased domestic abuse, reducing the service may reduce the access for women at a time of need.

Mitigation: Work with the Maternity services to ensure they are able to deal standard risk clients as part of routine care and develop safety plans.

Other considerations

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

Impact: Whilst domestic abuse occurs across the board, irrespective of economic status, there are distinct links between employment status and risk of experiencing abuse. In addition, there are strong links between domestic abuse and alcohol/drug use, which in turn are strongly linked with levels of deprivation. Reduced funding could impact through reductions in service provision (both domestic abuse services and substance misuse services), access to services, intensity of interventions and increased thresholds around eligibility.

Mitigation: Ensure clear referral pathways between services and prioritise affected groups.

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

Impact: The current Domestic Abuse victim services have a good footprint across Hampshire with refuges and outreach teams in all districts/boroughs. The perpetrator service is less well resourced and therefore offers interventions in Basingstoke, Southampton, Havant and the New Forest. A reduced budget would decrease the availability of both accommodation-based services, the outreach teams which work out of their office space and there would be further to travel for both staff and service users to access services. Reduced funding for the perpetrator service may result in the closure of groups in areas altogether, cutting off large numbers of the Hampshire population from accessing services.

Mitigation: Build this in to the Safe Spaces transformational work in Years 1&2 of the new contract. Develop proposals for digital / virtual support where appropriate, although this would not suit all service users, particularly those accessing group work or more complex/higher level support.

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)

For every perpetrator there is a victim and we know that a large proportion of both victims and perpetrators are 'repeats'. Unless perpetrator behaviour is addressed, victimisation will continue. The current victim and perpetrator services are required to work closely together to ensure, as far as possible, a coordinated approach aimed at reducing the risks of re-victimisation and reoffending. Reduced funding would likely result in a decrease in availability of services, in particular a decrease in attendance at perpetrator interventions, which is already low.

Vulnerable Groups - Vulnerable adults and children at risk:

- Domestic abuse is often not experienced as a single issue. It frequently exists alongside other problems, in complex family or relationship situations many of which could in fact overshadow the presence of domestic abuse, making it all the more important to identify to domestic abuse and subsequently work with all members of the family.
- The service specification includes requirements for providers to demonstrate understanding of Hampshire safeguarding policies and procedures and work closely with adult and children's social care to identify, support and prioritise vulnerable adults and children.
- Nationally, around half of women within the criminal justice system (as perpetrators of crime) have been affected by domestic violence. While this is of course not a linear cause-and-effect relationship, this statistic can be seen as illustrative of the often complex and multiple needs that may be experienced by women
- The results of stakeholder engagement activity highlighted a lack of awareness of domestic abuse services and how to refer.
- The service specification requires providers of commissioned domestic abuse service and probation to develop a joint working protocol to strengthen awareness and referral rates.
- Victims of domestic homicides (seen at Domestic Homicide Reviews, or DHRs) are most commonly found to be in the 'medium' risk category and often not well known to services.

Reductions in funding would make it increasingly challenging to access these groups of people, make services accessible and provide the adequate levels of support.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Weight Management Service Budget Reduction

T21 Opportunity Reference: PH5 Weight Management Service Budget Reduction

Name of the accountable Officer: Darren Carmichael

Email address of the accountable Officer: Darren.carmichael@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: 8/4/2019

Detailed

Is this a detailed or an overview EIA?

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:

WW, formerly Weight Watchers, are commissioned to deliver weight management support to Hampshire residents (or those registered with a Hampshire GP) with a Body Mass Index (BMI) 30+ or 28+ if from a Black and Asian Minority Ethnic (BAME) background who carry greater health risks at a lower BMI threshold, or with comorbidity. In contract Year 2 (ending Sept 2018) there were 6974 enrolments into the service by eligible Hampshire residents. The service is accessible by health professional referral or self-referral. A twelve week programme of weight management support is available at coaching sessions or remotely (app based).

The service is available to:

- 16-17 year olds referred by GP
- Adults (BMI 30+ or 28+ if from a BME background)
- Pregnant women

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 service would operate in 2019/20 on its existing budget value of £415,000p/a. It is proposed this will operate on a reduced budget in 2020/21 of up to 13% reduction. There would be no service model alteration. However, there would be a reduction in access for the eligible population (those with BMI 30+ or 28+ for BME residents) this may mean less people will be able to lose weight. A review of the service would occur six months after the application of the reduced 2020/21 budget so that issues and mitigations (if any) can be identified.

Who does this impact assessment cover?

Service users

HCC staff (including partners)

Engagement and consultation

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 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: People with Serious mental illness are likely to have increased weight
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact: Service would remain a universal offer though if service capacity is reached those from BAME community may reach an earlier health consequence due to their lower BMI risk factor.

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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Impact: A restriction in the number of interventions available would impact on those who are pregnant needing to lose weight they could have less access to a service. Pregnancy is a time when women is at higher risk of increased excess weight.

Mitigation: We would work with the Local Maternity System to ensure that women would be offered advice by midwives and supported as part of normal care.

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: People who are from more deprived areas are more likely to have an unhealthy weight with a restriction in access they are more likely to be affected

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Healthy Lifestyles – Stop Smoking
T21 Opportunity Reference: PH5 - Healthy Lifestyles – Stop Smoking
Name of the accountable Officer: Fatima Ndanusa
Email address of the accountable Officer: Fatima.ndanusa@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: 8/4/2019

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 current specialist stop smoking service is available to all smokers in Hampshire. It targets groups at high risk of tobacco-related harm; routine and manual workers, pregnant smokers, people with a serious mental illness and people with smoking related long-term conditions. The service is designed to ensure greater service provision in geographic areas with the highest number of smokers with service availability in locations and venues which target priority groups. By specifically targeting and tailoring towards identified priority groups and areas of high smoking prevalence/numbers, the service will contribute to a reduction in health inequalities.

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 budget is capped at £2.2m per annum. Budget spend is affected by service uptake / activity and therefore could be under the maximum annual budget. The proposed change is a reduction in the maximum available annual budget from 2020/21 by 13% this would impact on service availability and accessibility restricting access for some people.

Who does this impact assessment cover?

Service users

HCC staff (including partners)

Engagement and consultation

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	People with serious mental illness are a priority group for the service. A potential reduction in service capacity could impact on when and where clients from this group access local stop smoking interventions.				
Mitigation:	The service would continue to target this group to reduce smoking rates in people with serious mental health illness.				
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact: Pregnant women who smoke are a priority group for the service. A potential reduction in service capacity could impact on when and where clients from this group access local stop smoking interventions.

Mitigation: The service would continue target this client group to reduce smoking rates in pregnant women.

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: Communities considered to be more deprived have greater levels of poverty and smokers from these areas are a priority group for the service. A potential reduction in service capacity could impact on when and where clients from these areas access local stop smoking interventions.

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)

The smoking cessation service is currently out to tender; a new service will commence on 1/10/2019. The service model is activity based, therefore a budget reduction could result in reduced capacity and a lower number of smoking quits achieved annually. However, the impact of a budget reduction is unknown as yet. As such the service would be reviewed at 6 months and 12 months to check for any patterns that might unduly disadvantage the prioritised sub-groups. This would be considered as part of the equality impact assessment process.

It is important to note that there is an opportunity for the service provider to receive additional incentivisation payments if 60% of 4-week quitters are from priority groups. This Key Performance Indicator aims to reduce health inequalities. Smokers from these groups would benefit most from stopping smoking. This arrangement would be in place for the new service starting in October 2019. This aims to ensure continued focus on delivering quits from priority groups even with a reduced budget in 2020/21.

People considered deprived are also already a target group for the smoking cessation service. Incentive payments are already attached to delivering smoking quits from this population subgroup; this is because higher smoking quits from this sub-group would contribute to a reduction in health inequalities. Similarly, the service focuses on pregnant women as one of the priority groups. This is important due to the evidence around the negative health impacts to the infant from maternal smoking in pregnancy and thereafter and the link to health inequalities.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Healthy Lifestyles – NHS Health Checks
T21 Opportunity Reference: PH5 Healthy Lifestyles – NHS Health Checks
Name of the accountable Officer: Fatima Ndanusa
Email address of the accountable Officer: Fatima.Ndanusa@hants.gov.uk

Department:

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

Date of assessment: 8/4/2019

Is this a detailed or an overview EIA?

Detailed	Overview
<input type="checkbox"/>	<input checked="" type="checkbox"/>

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 NHS Health Check service is a mandated programme for adults aged 40-74 that aims to help prevent cardiovascular disease. Health Checks are delivered at GP Practices across Hampshire. Health Checks are offered at five yearly intervals to patients who aren't diagnosed with specific pre-existing health conditions. A universal invite approach would be offered with an incentivised element to increase uptake by patients considered to be at a higher risk. Higher risk patients are those that; are obese, are current smokers, reside in more deprived communities, have a family history of coronary heart disease, are people of non-white British ethnicity.

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 annual budget is £1.2m. The proposal is to reduce the total budget in 2020/21 by up to 13%. The Health Checks programme is activity based; a budget reduction would result in a reduced number of Health Checks delivered. A reduction is unlikely to affect the national target to invite 100% of the eligible population, however, it would impact on capacity to deliver Health Checks effectively and an identification of heart disease. This could be balanced because Health Checks is a five-year rolling programme.

Who does this impact assessment cover?

- | | |
|---|---|
| <input checked="" type="checkbox"/> Service users | <input type="checkbox"/> HCC staff (including partners) |
|---|---|

Engagement and consultation

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:	NHS Health Checks is a service for eligible patients aged 40-74. A potential reduction in capacity could mean that patients may have to wait longer than would be expected to actually receive their Health Checks or restrict to high risk groups. This could mean that existing conditions may be diagnosed and treated later, and also that lifestyle advice would be offered / taken up later reducing impact of healthy behaviours.				
Mitigation:	The NHS Health Checks targeted service model should enable a continued focus on at-risk groups, ensuring that overall effectiveness of the service is maintained and contributes to reducing health inequalities in Hampshire.				
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	Patients from ethnic minority groups are a priority for take up of NHS Health Checks. A potential reduction in capacity could mean these patients may miss out on a check or have to wait longer than would be expected to actually receive their Health Check. This could mean that existing conditions may be diagnosed and treated later, and also that lifestyle advice could be offered / taken up later.				
Mitigation:	The NHS Health Check targeted service model should enable a continued focus on at-risk groups, ensuring that overall effectiveness of the HCs service is maintained and contributes to reducing health inequalities in Hampshire.				
	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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact: Patients residing in more deprived communities are a priority for take up of NHS Health Checks. A potential reduction in capacity could mean these patients may have to wait longer than would be expected to receive their Health Check. This could mean that existing conditions may be diagnosed and treated later, and that lifestyle advice could also be offered / taken up later.

Mitigation: The NHS Health Check targeted service model should enable a continued focus on at-risk groups, ensuring that overall effectiveness of the service is maintained and contributes to reducing health inequalities in Hampshire.

	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)

The NHS Health Check targeted service model should enable a continued focus on at-risk groups, ensuring that overall effectiveness of the service is maintained and contributes to reducing health inequalities in Hampshire. This is supported by GP practices receiving higher payments for delivering Health Checks to at-risk population groups. However, potential reduced capacity for delivery of Health Checks could impact on the ability to provide Health Checks in a timely manner. The focus is to increase uptake by patients in the at-risk groups; living the most deprived communities, obese (BMI 30+), current smokers, immediate family history of coronary heart disease, from non-white British ethnicities. Patients from these groups may not benefit from timely appropriate clinical and lifestyle interventions. The new targeted element of the Health Checks provision came into effect from April 2019, as such no service patterns for this model have been established yet. The service could be reviewed at 6 months and 12 months to check for any patterns that might unduly disadvantage the prioritised sub-groups.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Public Health Nursing
T21 Opportunity Reference: PH 6 Public Health Nursing
Name of the accountable Officer: Jo Lockhart
Email address of the accountable Officer: jo.lockhart@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: 17/4/2019

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:

Public Health nursing (health visiting and school nursing) is a universal service for children, young people and their families from pre-birth to 19 years of age (25 years for children with special education needs and disabilities SEND or leaving care at 18 years). Health visiting delivers the Healthy Child Programme; 5 mandated contacts from antenatal to the child's 5th birthday (approximately 14,500 births per year). School nursing delivers the mandated national child measurement programme then offers support until they turn 19 or 25 years respectively. In 2017, there were 312,876 children and young people aged 0-19 years.

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:

Public Health nursing budget is £19.3 million. Reduced by 5.3% for T19; T21 could incur a further reduction of 13% and could have the following impacts:

- Staff reductions; reduced capacity to deliver core offer
- Reduced face to face accessibility; move towards digital access
- Increase waiting times to access a Public Health nurse
- Review of risk assessment processes resulting in reduction of families eligible for higher level support (universal plus and partnership plus)
- No community offer
- Vulnerable young parents would need to access the universal partnership plus health visiting offer instead of the Family Nurse Partnership
- No vision screening of children in Reception
- Significant reduction in school nursing offer (move to digital only)

Who does this impact assessment cover?

Service users

HCC staff (including partners)

Engagement and consultation

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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Impact:	Reduced offer for vulnerable young parents. Children and young people aged 5-19 (up to 25 for young people with a disability) years would experience a very limited offer through digital interface instead of more face to face care planning approaches. Babies and children under 1 year could be disadvantaged as a reduced workforce would have reduced capacity to see families in the home and therefore may miss safeguarding needs. Women of child bearing age who are pregnant or have young children may receive a reduced service offer. This could affect the level of early support available for transition to parenthood. Identification and support for vulnerabilities such as domestic violence, emotional health issues, substance misuse, smoking are likely to be minimised. This could increase the number of “un-healthy pregnancies” increasing the risk of pre-term deliveries and birth complications. There would be less support around breast feeding and early attachment and bonding.				
Mitigation:	Robust risk assessment approaches with core training, policies and protocols for all members of staff to underpin these. Raise awareness of the reduced service offer and work with all system partners (such as safeguarding) to consider where else these needs could be identified, how impact could be mitigated and what pathways need reviewing. Clear communications around the new service offer, what it does and does not do to ensure realistic expectations.				

Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Impact:	Reduced identification of Special Educational Needs (SEN) in young children resulting in later identification and intervention with potential impact on their development and attainment. Inability to comply with the National Institute Clinical Excellence Guidance (NG72) "Developmental follow-up of children and young people born preterm". Reduced support for children and young people with SEN around transition (between schools etc). Reduced integration opportunities with the impact being more complexities for families trying to navigate services, poorer outcomes for children etc. Increased prevalence of mental ill health due to reduced early identification and intervention (antenatal, postnatal and in children and young people).				
Mitigation:	Work with Children's Services to upskill Early Years settings in identification of developmental delay to reduce missed opportunities for early identification and intervention. Develop a system wide approach to SEN, potentially underpinned by a shared outcomes framework.				
	Positive	Neutral	Low negative	Medium negative	High negative
Sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	Reduced face to face support available for Lesbian, Gay, Bisexual and Trans young people. This may compromise the ability to form an effective therapeutic relationship between the service user and practitioner				
Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Race	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Impact:	Reduced accessibility of the service could disproportionately impact on families where English is not their first language as the offer becomes more focussed on digital rather than face to face with interpreters. Reduced capacity to undertake assessment to identify need and provide tailored care to ensure people from ethnic minority groups can access services where required.				
Mitigation:	Ensure digital offer is available in different languages. Raise awareness in the service that support should be priorities for families where English is not their first language.				
	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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	Reduced face to face support available for young people experiencing gender reassignment. This may compromise the ability to form an effective therapeutic relationship between the service user and practitioner.				
Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Gender	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Impact:	The majority of the health visiting offer revolves around mothers and babies and as a result women could be disproportionately affected. We know that 20% of women may experience perinatal mental health difficulties for example. Breastfeeding rates could decline due to the reduced level of support available. Conversely, men currently receive very little support and this could be even more reduced.				

Mitigation: Improved digital offer encouraging paternal involvement with on-line resources, e.g. DadPad (an app designed to support fathers) and greater accessibility of appointments through video-conferencing.

	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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Impact: There are about 14,500 births per year in Hampshire and these women and babies could receive a reduced service offer leaving them at a greater level of vulnerability to poor mental health, poor attachment, low breastfeeding, unidentified domestic abuse or substance misuse, higher rates of low birth weight (due to smoking in pregnancy for example). Safeguarding risk could increase due to reduced opportunity to assess risk thoroughly and intervene early. As identified through the 1001 Critical Days, a Parliamentary Health Select Committee report, this would increase the burden on services throughout the child's life course with less opportunity for early intervention. There are therefore likely to be additional costs arising over time elsewhere in the system.

Mitigation: Improved digital offer, greater inter-operability of IT systems to identify those of greater risk due to medical history. Improve joint working between Maternity and Health Visiting.

Other considerations

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

Impact: Families with children face higher levels of poverty than other demographic groups, 31,310 children are living in low income families in Hampshire. Policy experts expect the number of children in poverty to increase over time. There would no longer be capacity to search for health needs to improve outcomes for these children therefore eliminating prevention and early help. These families may not have the resources necessary to be able to access the digital offer.

Mitigation: Provide lighter touch support for universal families who appear to be thriving e.g. keep face-to-face reviews at 1 and 2 years for vulnerable families. Encourage universal families to self serve more using digital support. Focus professional health visitor and school nurse time on the most vulnerable families, working closely with colleagues in other sectors such as social workers.

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

Impact: Greater centralisation of services to reach a higher number of families would result in those in more rural communities becoming more isolated, they may not have the same choice in how they are able to access the service as digital is the only option for them. Isolation is a risk factor for post-natal depression, placing them in greater need.

Mitigation: Improved digital offer. Work with provider to ensure centralised services are on main bus / train routes and services are mapped and prioritised against local need. It may be possible to use digital offer to link isolated families living in close geographical proximity.

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

[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)

Safe sleep, ICON messages developed on the back of serious incidents. Impact on how information is received, interpreted and how it influences parenting practices is dependent upon the skill of the practitioner in delivering the message and their relationship in making it meaningful and relevant. "Think Family" Reduced capacity to contribute to the multi- professional forums such as Early Help Hub, CIN and CPP. The impact would be that health would not be represented.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Family Support Service and Early Help

T21 Opportunity Reference: PH6

Name of the accountable Officer: Jo Lockhart and Vicky Richardson

Email address of the accountable Officer: jo.lockhart@hants.gov.uk

Department:

Adults' Health
and Care

Children's
Services

Corporate
Services

Culture,
Communities and
Business Services

Economy,
Transport and
Environment

Date of assessment: 5/8/2019

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:

Early help is delivered through the Family Support Service (FSS), a multi-disciplinary, locality-based service, focused on children, young people and families where there is a need for support, but where families do not reach the threshold for statutory social care intervention. The FSS coordinates preventative support for identified families, provides support to partner agencies supporting families, offers groups and courses for families, offers sessions for single issues within a family and supports schools to manage attendance issues. Between April and June 2019, 3,412 children were receiving support at Level 3, multi-agency involvement to address multiple family needs.

Geographical impact:

All Hampshire

Basingstoke & Deane

East Hampshire

Eastleigh

Fareham

Gosport

Hart

Havant

New Forest

Rushmoor

Test Valley

Winchester

Page Break

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

The Public Health budget for the Family Support Service and Early Help is £2.821 million. A reduction of 13% would reduce the budget to £2.456 million and could have the following impact on the service:

- Reduced access to one to one support.
- Increase in waiting times for access to support.
- Reduction in the variety of support interventions available to children and families.

Who does this impact assessment cover?

Service users

Page 204 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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Impact:	The Early Help Offer supports children and young people (CYP) from 0-19 (25 if they have learning development needs or disabilities). As of 31 July 2019: 449 CYP aged 0-4, 990 CYP aged 5-11 and 853 CYP aged 12-19 were using the service. Vulnerable young parents, children and young people aged 0-19 years and their families may experience a more limited offer and experience poorer outcomes due to the lack of capacity for early intervention. Reduced capacity to work one to one with families could potentially lead to greater numbers experiencing higher needs as fewer would be supported at the early stages.				
Mitigation:	By consulting with partners and service users, we would seek to maintain an Early Help offer that continues the highest priority interventions in key geographical areas, in line with usage and outcome data, within the budget constraints.				

	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: As of 31 July 2019, 55 children with Education, Health Care Plans (EHCPs) were receiving Early Help intervention in Hampshire. Impact: Potential for reduced:

- Early identification of special educational needs (SEN) resulting in
- adverse impact on development and attainment.
- support for CYP with SEN around transition (between schools etc).
- identification of parents with additional needs.
- integration opportunities resulting in poorer outcomes for children
- identification of and intervention for mental ill health (CYP and their adult parent/ carers).

Families where children have EHCPs would be able to access support such as short break activities, minimising the impact of any potential reduction.

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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Impact: Reduced accessibility of the service could disproportionately impact on families where English is not their first language as the offer becomes less focused on face to face intervention with interpreters. Reduced capacity to undertake holistic assessment to identify need and provide tailored care to ensure people from ethnic minority groups can access services where required.

Mitigation: Ensure all communications and marketing (including any digital offer) are available in different languages.

	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: As of 31 July 2019, there were 1,044 female children accessing Early Help support and 1,239 male children therefore reductions to this service could impact more on male CYP. However, as primary care givers, mothers tend to be the primary contact with the service and there could be at risk of a disproportionate impact on adult women.

Mitigation: By consulting with partners and service users, we would seek to maintain the interventions most in demand in each local area, within the budget constraints.

	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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Impact: A number of families accessing the Family Support Service Early Help offer will have multiple children. Some will have babies and others will be pregnant. These families and babies could receive a reduced service offer leaving them at a greater level of vulnerability to poor mental health, poor attachment, unidentified domestic abuse or substance misuse, higher rates of low birth weight (due to smoking in pregnancy for example). Safeguarding risk could increase due to reduced opportunity to assess risk thoroughly and intervene early.

Mitigation: Ensure effective links with wider partner services such as maternity and Public Health nursing to help ensure these women and babies are supported effectively.

Other considerations

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

Impact: Families with children face higher levels of poverty than other demographic groups and in 2016, 27,510 CYP under 20 were living in low income families in Hampshire. Families with low income and other vulnerabilities are at greater risk of needing level 2 or 3 support. There would no longer be capacity to offer the same level of support to these families which could subsequently lead to an increase in inequality in Hampshire.

Mitigation: We would consult with partners and service users, we would seek to maintain an Early Help offer that continues the highest priority interventions in key geographical areas, in line with usage and outcome data, within the budget constraints.

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

Impact: Potential longer travel times to access interventions, which may result in more rural communities becoming isolated and unable to access the support they need at the right time. This may result in a greater level of need through escalation over time due to a lack of early intervention.

Mitigation: We would consult with partners and service users, we would seek to maintain an Early Help offer that continues the highest priority interventions in key geographical areas, in line with usage and outcome data, within the budget constraints. activities, in key geographical areas, in line with activity usage data, within the budget constraints. We would ask

partners to ensure that they give consideration to families from surrounding areas in their service delivery. We would also look to facilitate discussions between partners operating in rural areas to explore innovative approaches to delivery, the sharing of resources and closer joint working to reduce costs.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Oral Health Improvement
T21 Opportunity Reference: PH6 Oral Health Improvement
Name of the accountable Officer: Robert Carroll
Email address of the accountable Officer: robert.carroll@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: 18/4/2019

Is this a detailed or an overview EIA?

Detailed	<input type="checkbox"/>	Overview	<input checked="" type="checkbox"/>
----------	--------------------------	----------	-------------------------------------

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 County Council commissions Solent NHS trust to provide Oral Health Improvement Services. Current services include: supervised toothbrushing programme and oral health improvement award scheme in 142 targeted Early Year's Settings (5500 children per year); provision of free toothbrushes & toothpaste packs for distribution by Health Visitors to c.1600 disadvantaged families per year; and monthly oral health promotion training for Hampshire County Council staff working in care homes. The service also provides fieldwork services for the statutory dental epidemiology survey of oral health in 5-year olds (2750 children from a minimum of 20 schools in each district council area every 2 years).

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:

T21 proposal to decommission Oral Health Improvement Services when the current contract expires on the 31st of July 2020, generating annual saving of £180k. Likely changes would be:

- Reduction in the number of children participating in supervised toothbrushing programme
- Cessation of Early Year's Oral Health Improvement Award Scheme
- Non-participation in the statutory national Public Health England Dental Epidemiology Survey of oral health in 5-year olds.
- Cessation of face to face oral health promotion training and resources for Hampshire County Council Care Home Staff
- Reduction in the oral health of young children and in older people in care homes

Who does this impact assessment cover?

- Service users HCC staff (including partners)

Engagement and consultation

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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Impact:

Poor oral health impacts Children's and families' health and wellbeing and is a marker of wider health and social care issues, including poor nutrition, obesity and neglect. The service currently provides a supervised toothbrushing programme and oral health improvement award scheme to prevent and reduce dental decay in pre-school children. The programme reaches approximately 5500 under 5s attending 142 targeted early years settings across Hampshire. Settings are targeted based on their index of multiple deprivation and local dental decay data. Settings are provided with free toothbrushes, toothpaste and resources for 12 months with an expectation that they will work towards the oral health improvement award and become self-funding after 12 months. Good oral health is an essential component of active ageing. Social participation, communication and diet are all impacted when oral health is impaired. The service provides monthly oral health promotion training for Hampshire County Council care staff working with vulnerable adults and older people in Hampshire Care Homes. The expiration of this contract could mean that the provision of free toothbrushes, toothpaste and the award scheme in Early Year settings could stop and settings would need to self-fund if they wish to continue to deliver supervised toothbrushing as part of their core day. The provision of free toothbrushes and toothpaste to disadvantaged families by Health Visitors may also stop as may the face to face delivery of oral health promotion training to Hampshire County Council care home staff. The expiration of the contract could also mean that the Council would no longer be participating in the national dental epidemiology survey programme which is a statutory requirement.

Mitigation: Participating Early Years settings would be encouraged to continue to provide daily supervised toothbrushing after the service stops using their own funds or by seeking funding from other sources, including fundraising. We would work with the new Hampshire Public Health Nursing Service to raise awareness of oral health with parents and young children as part of the new service offer. We would signpost Hampshire County Council staff working in care homes to websites which provide free oral health promotion electronic learning.

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

Impact: Oral health varies within different Black, Asian Minority Ethnic (BAME) groups. In general, BAME groups are more likely to have poorer oral health than the overall population, often linked with high risk-taking behaviours such as chewing tobacco and low socio-economic status, however some BAME groups have better oral health than the general population, often linked to cultural habits around oral hygiene and less intake of dietary sugar. In terms of use of dental services, ethnic minority children are more likely to visit a dentist in response to a dental problem, rather than as part of a routine check-up.

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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Impact: There is an association between deprivation and prevalence and severity of dental decay. Areas with higher levels of deprivation tend to have higher levels of dental decay.
Mitigation: We would raise awareness of the links between poor oral health and deprivation with the Hampshire Public Health Nursing Service and seek to ensure that online oral health promotion resources are promoted to parents in our most disadvantaged areas.

	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)

Local authorities have specific dental public health functions and are statutorily required to:

- provide or commission oral health promotion programmes to improve the health of the local population, to the extent that they consider appropriate in their areas
- provide or commission oral health surveys in order to facilitate: the assessment and monitoring of oral health needs, planning and evaluation of oral health promotion programmes, planning and evaluation of the arrangements for the provision of dental services, and reporting and monitoring of the effects of any local water fluoridation schemes.
- local authorities are also required to participate in any oral health survey conducted or commissioned by the secretary of state

The expiration of the contract would also mean that Hampshire County Council could no longer be participating in the national dental epidemiology survey programme which is a statutory requirement. This survey is specific in that it is carried out in a specified way by dentists. We are one of the few areas locally to continue with the survey and there are other sources of data that give information about oral health.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Public Health – older people
T21 Opportunity Reference: PH7 Public Health – older people
Name of the accountable Officer: Helen Cruickshank
Email address of the accountable Officer: Helen.Cruickshank@hants.gov.uk

Department:

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

Date of assessment: 9/4/2019

Is this a detailed or an overview EIA?

Detailed	Overview
<input type="checkbox"/>	<input checked="" type="checkbox"/>

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:

Steady and Strong is an evidence-based falls prevention programme coordinated by Hampshire County Council Public Health team which funds infrastructure, specialist training and Continuous Professional Development (CPD) for the programme (allocated budget £45K). Steady and Strong has 100 classes across Hampshire, run by self-employed instructors, with over 1000 participants at any one time.

A recent evaluation showed:

- Most participants were women, 73%.
- The average age of participants was 79.9 years
- Just under half of participants reported a long-term condition, 42%.

Around 79,000 people over 65 years fall in Hampshire each year and falls/reduced mobility is the most common condition in people contacting Adults' Health and Care.

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 proposed change is a 13% budget reduction. Work is underway within the existing budget to develop the Steady and Strong programme in accordance with the falls needs assessment and partnership strategy. This investment would ensure the programme is expanded to provide good coverage across the county, focussing on areas of greatest need. The proposed change for T21 is that the programme should be maintained, rather than further investment in expansion. There would be sufficient remaining budget to train new instructors where necessary and support their Continued Professional Development to maintain capacity. The proposed budget reduction would not result in classes stopping.

Who does this impact assessment cover?

Service users HCC staff (including partners)

Engagement and consultation

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
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:

The Steady and Strong Programme is one part of the partnership falls prevention strategy which was developed in 2018 to agree a consistent approach to falls prevention between organisations in Hampshire. As part of this strategy, there is a commitment to increase strength and balance provision (an evidence based approach to preventing falls) in addition to the Steady and Strong programme. For example, working with leisure providers to increase the strength and balance content of their exercise offer. This would mean that even if the Steady and Strong programme is maintained at current levels, there could be wider opportunities to access strength and balance for people in Hampshire.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: In house activity coordinators
T21 Opportunity Reference: PH7 In house activity coordinators
Name of the accountable Officer: Helen Cruickshank/Jane Selvage
Email address of the accountable Officer: Helen.cruickshank@hants.gov.uk

Department:

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

Date of assessment: 2/5/2019

Is this a detailed or an overview EIA?

Detailed	Overview
<input type="checkbox"/>	<input checked="" type="checkbox"/>

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:

In 2018, there were 28.4 Whole Time Equivalent (WTE) activity coordinators in post across the in-house older people's care homes (around 41 staff members). They conduct a variety of activities with residents, either group based or one to one. Activity Coordinators arrange outings into the community, engage with local companies who contribute gifts to the residents such as fresh fruit. Activity coordinators also play a role in promoting good hydration and nutrition, falls and balance exercise. They support residents with meaningful conversations and occupation to improve wellbeing. The Public Health grant contributes £440k towards the cost of the posts providing these interventions. Strategic and operational management is within HCC Care services.

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 proposed T21 change is that the Public Health grant would no longer contribute to fund the activity coordinators. Further work needs to be done to understand the impact, in terms of the number and demographics of people who are in contact with the activity coordinators and the range of activities and uptake. This would inform an options appraisal for future activity provision. If no alternative funding or model is put in place, this could negatively impact the residents of the care homes that currently interact with the activity coordinators and benefit from the activities they organise. It would also compromise the Care Quality Commission registration of each unit as activities coordination is a key element of personalised care.

Who does this impact assessment cover?

Service users HCC staff (including partners)

Engagement and consultation

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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Impact:	The activity coordinators are based in homes which provide care for older people therefore any changes would impact on this population. If the coordinator provision is removed entirely, there is a risk of older people having fewer opportunities to participate in social engagement and meaningful activities. This could negatively impact on their physical and mental health and wellbeing as well as the registration of the units making the service unsafe.				
Mitigation:	A review would be undertaken to assess what is currently provided by the activity coordinators, how many people access their offer and the wider outcomes that they are contributing to. This stage is necessary to understand the extent to which the current model meets the needs of the older people and would inform future developments and mitigation. If a funding contribution for the activity coordinators is no longer available through the Public Health grant and a strategic decision is made that activity provision should continue, mitigating options would be explored including: Alternative funding sources. Arrangements with the voluntary and community sector.				

	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Impact:	The in-house services provide care for an older population, and a significant proportion of the people affected will have physical disabilities, frailty and long term conditions including dementia, diabetes, respiratory and cardiac problems that impair their mobility and wellbeing.				
Mitigation:	As part of the review of the current activity coordinator provision, the needs of people with disabilities would be taken into account and used to inform the development of any future model.				

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:					
	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:	There is a higher proportion of women than men in residential and nursing care therefore any impacts would disproportionately affect women.				
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)

This is a proposal that needs to be scoped as part of T21, including what the needs are around activity provision and what alternative models can be developed which would mitigate the impacts. Therefore this is an early overview with more detailed proposals to be worked up. This EIA is written to assess the impact on service users, but the impacts on staff would also need to be considered if the current roles do not continue.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Public Health contribution to Adults' Health and Care Grants

T21 Opportunity Reference: PH7

Name of the accountable Officer: Martha Fowler-Dixon

Email address of the accountable Officer: martha.fowler-dixon@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: 2/5/2019

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 Demand Management and Prevention (DM+P) programme is a key element of the Adults' Health and Care Business Plan, aiming to reduce the number of people who need funded social care and the amount of care that they need. As such, its success is key to the achievement of other budget reductions. Currently £260,000 is allocated for short term grants to groups and organisations who can deliver activities that support the aims of the DM+P programme. All grants are given on an understanding that work should be self sustaining.

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 proposal is for a reduction of £260,000 funding from the Demand Management and Prevention grant programme in April 2021 - this proportion of funding has not been allocated during 2017/18 and 2018/19 as necessary funding has been available through the existing small grants funding. This proposed reduction would reduce the ongoing available grant budget by 16% from a total budget of £1.2m. This revised grant budget which would address the impact in the various areas so an informed decision can be made about accommodating required spending support within the reduced overall budget for the programme would be drawn up.

Who does this impact assessment cover?

Service users

HCC staff (including partners)

Engagement and consultation

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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
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:

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:					
	Positive	Neutral	Low negative	Medium negative	High negative
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:**

During the financial years 2017/18 and 2018/19 the £260,000 fund have not been allocated so there are no organisations or groups that would lose out as no funds have been allocated. The proposal is to reduce the overall grants budget of £1.2m by 16% to a level which the department has safely been able to operate within in the last two financial years.

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)

This page is intentionally left blank

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Home to School Transport*

T21 Opportunity Reference: *CSD002*

Name of the accountable Officer: *Martin Goff*

Email address of the accountable Officer: *martin.goff@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: *29/8/2019*

Detailed

Overview

Is this a detailed or an overview EIA?

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 provides transport assistance for some children to attend school. This statutory service is largely provided to children attending their catchment school as well as specialist Home to School Transport for Hampshire pupils with Special Educational Needs and/or disabilities. In both circumstances transport assistance is provided where children meet the County Council's eligibility criteria. £30 million is currently spent per financial year on providing Home to School Transport assistance to around 15,000 students,. Of these, 12,000 attend mainstream schools (at a cost of c£12million) and 3,000 attend schools that meet their Special Educational Needs and/or disabilities (at a cost of c£18million) utilising about 600 passenger assistants. More information about the Home to School Transport service can be found at: <https://www.hants.gov.uk/educationandlearning/schooltransport>

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:

Reductions to the cost of providing the Home to School Transport service through: -reducing the need to transport students over longer distances by engaging more proactively with parents to identify the closest schools to the family home that will meet their child's needs -optimising the service by undertaking a full-scale review of existing routes using new technology and geographic information systems. -increasing the number of schools using the Spend to Save scheme in which the County Council provides schools with vehicles enabling them to transport eligible children. -making greater use of mileage allowances for parents who are willing to transport their child to/ from school -reducing external contractor spend by using fewer suppliers and renegotiating lower cost contracts and improving contract management. Service users may find that the transport service restricts its offer to only certain destinations and others will be offered choices beyond a contracted 'taxi' service. The deployment of passenger assistants (escorts) will be reviewed and the use of escorts provided by taxi companies will be increased; 5% efficiency savings are targeted.

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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Impact: *Some reduction in service for children attending special needs placements, compared to the current provision, is intended.*

Mitigation: *Better published advice to parents to clarify the link between travel support eligibility and the choice of placement.*

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

Impact: *Some reduction in service for children attending special needs placements, compared to the current provision, is intended.*

Mitigation: *Better published advice to parents to clarify the link between travel support eligibility and the choice of placement.*

	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:**

	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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact: *Some families faced with the prospect of transporting their own child to school may find this financially restrictive, but there is enhanced support for children in receipt of Free School Meals (FSM). For those families with an income just above the threshold for qualifying for FSM, the consideration as an exceptional or privilege traveller will need to take account of the family's ability to pay for any exceptional transport service.*

Mitigation: *There is enhanced support for children in receipt of Free School Meals (FSM). For those families with an income just above the threshold qualifying for FSM, the consideration as an exceptional case, will need to take account of the family's ability to pay for any exceptional transport service.*

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

Impact: *The changes that are proposed may have a medium impact on those living in rural areas as the basis for Home to School Transport are usually the statutory distances of 2 and 3 miles or an unsafe route. A greater proportion of families in rural areas may find that their nearest suitable provision is more than the set distance or along an unsafe route but where applicable the statutory provision will be made. A rural family who prefers a placement where transport is not provided may face a more challenging journey to their placement of choice.*

Mitigation: *A robust service to consider the circumstances of any case to decide if it merits support as an exception to policy.*

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Transforming Social Care (TSC) - Reduction in Children Looked After*

T21 Opportunity Reference: CSD003

Name of the accountable Officer: *Stuart Ashley*

Email address of the accountable Officer: *stuart.ashley@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: 14/5/2019

Detailed

Overview

Is this a detailed or an overview EIA?

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 Children and Families branch of Children's Services provides protection and support to safeguard vulnerable children and families. This comprises statutory services such as children in need of care and protection, children looked after, fostering and adoption services. Non statutory prevention and early help services are also provided to those not meeting the threshold for statutory support. The County Council is required by law to deliver services to support children and families in need and safeguard children who are at risk of significant harm. The way in which these services are delivered is being transformed to make them more efficient.

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:

Reductions to the cost of providing Children's Social Care may be possible through:

- continuing to reduce demand for costly care placements by keeping more children safely at home through targeted interventions with families in identified priority cohorts using our established virtual multi-disciplinary hubs*
- reducing placement costs for disabled children by helping families to care for their child at home through strengths-based interventions creating resilience in the family*
- working with providers to reduce the costs they charge for care placements ensuring best value for money*
- supporting and encouraging staff to use available technology and further investing in technology, which will result in increasing the capacity of social workers to work with families*
- further skilling up our workforce of enable the delivery of interventions that create long term change in families*

Who does this impact assessment cover?

Service users

HCC staff (including partners)

Engagement and consultation

	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:

	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact: *Our looked after cohort has more males than females particularly in the 11-16 age group. Through working with this identified age range, it is expected that fewer individuals within this group will need to be taken into care and a greater number will return to the home environment.*

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)

Significant changes have already been implemented through the initial phases of the Transforming Social Care Programme. Work will continue to further develop the operating model and continue to embed into business as usual the Hampshire Approach(our new strengths based practice model) and Multi-Disciplinary Working with partners, enabling more children to remain safely at home. Hampshire County Council will continue to deliver the following social care transformation:

- A family service - a system focusing on improving outcomes for the child in the context of their family
- A social work led, integrated, multidisciplinary service, from the front door through to specialist services
- Social workers are supported to deliver meaningful interventions based on an underpinning methodology of resilience
- A service where good practice is free to flourish without bureaucracy and unnecessary regulatory demands
- Children are supported by and within their own family/community wherever possible. Where children do come into care longer term their experience will be life changing for the better
- A service where good practice is free to flourish without bureaucracy and unnecessary regulatory demands
- Children are supported by and within their own family/community wherever possible. Where children do come into care longer term their experience will be life changing for the better.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Administration Efficiencies*
T21 Opportunity Reference: *CSD004*
Name of the accountable Officer: *Suzanne Smith*
Email address of the accountable Officer: *Suzanne.Smith2@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 type="checkbox"/>	<input type="checkbox"/>

Date of assessment: *30/08/2019*

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 Director of Children's Services administrative team (DCS Admin) provide administrative support for a variety of senior managers within the Children's Services Management team; the Executive Lead Member for Children's Services and Young People; the Executive Member for Education and Skills. Collectively they provide support through a range of administrative functions, including diary management, meetings coordination and minuting and report preparation. They also manage the DCS complaints process, which is a part of the Members Contact Protocol.

Geographical impact:

- | | | |
|--|----------------------------------|--|
| <input 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 checked="" type="checkbox"/> Winchester |

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

The current administrative support offer is inconsistent both in respect of the number and level of senior managers receiving support and the tasks undertaken by members of the administrative team. A review is proposed that will standardise the offer and level of support to senior managers and ensure all staff in the DCS Admin team are on a consistent role profile with like expectations of the support offer to managers. This review is anticipated to result in a potential reduction in staff, removal of vacant posts and savings of up to £50,000.

Who does this impact assessment cover?

- Service users HCC staff (including partners)

Engagement and consultation

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.

The proposal has been developed following engagement with CSDMT and team managers.

Consultation with staff will commence in September 2019, ahead of a phased implementation in January and April 2020.

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:	78% of the team fall within the 30-54 age bracket and 22% within the 55-64 age bracket.				
Mitigation:					
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	Two members of DCS Admin team (22%) have a disability.				
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	The DCS Admin team is 100% staffed by women.				
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)

The reduction is expected to be achieved through voluntary redundancy.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: T21 Short Break Activities

T21 Opportunity Reference: CSD005

Name of the accountable Officer: Sarah Cross

Email address of the accountable Officer: sarah.cross@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: 9/5/2019

Detailed

Overview

Is this a detailed or an overview EIA?

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 Children's Service's Short Break Activities Programme meets the requirements of The Breaks for Carers of Disabled Children Regulations 2011 to provide a range of services which are sufficient to assist carers to continue providing care to a disabled child or young person, or to do so more effectively. The programme provides breaks for carers whilst enabling children and young people with disabilities to join in with safe, fun and interesting activities. The programme is currently available to children and young people aged from 0-18 years with a disability and/or additional need, that live in the Hampshire local authority area.

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:

1. Reduce the range of Short Break activities available and target funding at the highest priority activities identified by parents/carers. Impact would be a reduction in the type of activities available and the breadth of provision. Parents and carers of disabled children may have fewer opportunities to access a short break. 2. Reduce grant funding to Hampshire Parent Carer Network (HPCN). HCC would need to work with HPCN to consider how best to involve and engage with the organisation on future priority projects. HCC would need to consider new opportunities for engaging with parents/carers. 3. Remove grant funding to the Buddy Scheme. Current buddy scheme service users would no longer receive a one to one service.

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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>By the nature of the Short Break Activities programme these changes will impact children and young people under the age of 18 years.</i>				
Mitigation:	<i>We will consult with children and young people to identify what their priorities are. We will seek their views to understand the impact of the proposals on them specifically, and to understand what we can do to mitigate against these where possible.</i>				

	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Impact:	<i>By the nature of the Short Break Activities programme these changes will impact children and young people with a disability and or additional needs.</i>				
Mitigation:	<i>By consulting with children and young people with a disability, and their parents/carers, we will seek to maintain a Short Break activity offer that continues the highest priority Short Breaks, in line with activity usage data, in key geographical areas, within the budget constraints.</i>				

	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:

	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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Impact: *The majority of attendees of Short Break activities are boys/young men (60% according to 18/19 usage data) therefore the impact of any changes to the service may be higher for this cohort. In terms of parents/ carers, many primary carers of children with a disability are mothers. By reducing the number of Short Break activities available this may have a greater impact on this group as they would potentially have fewer opportunities for a break from their caring duties. This may also have an impact on their caring duties for other children and/or family members.*

Mitigation: *By consulting with parents/carers, we would seek to maintain a Short Break activity offer that continues the highest priority Short Breaks, in key geographical areas, in line with activity usage data, within the budget constraints. We would maintain the recommended duration of a break to ensure that an appropriate period of time is offered to families as a break.*

	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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Impact: *Caring for a child with a disability can have a financial impact on a family, particularly where the primary carer has stopped working to enable their caring role. By reducing the Short Break activities offer these families would potentially have fewer opportunities for a Short Break. Providers may also increase their prices in response to a reduction in grant funding from the Local Authority.*

Mitigation: *By consulting with parents/carers, we would seek to maintain a Short Break activity offer that continues the highest priority Short Break activities, in key geographical areas, in line with activity usage data, within the budget constraints. We would also continue to offer subsidised rates for activities where families can evidence receipt of benefits to enable families on low income to be able to access Short Breaks.*

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

Impact: *In order to prioritise funding for a core offer, we may need to reduce the number of locations where Short Break activities are delivered. Urban venues will by their nature attract a higher volume of attendees which may be more cost effective. This may lead to a reduction in funding for venues in rural areas and therefore may reduce the number of opportunities for families living in these areas to access Short Breaks locally.*

Mitigation: *By consulting with parents/carers, we would seek to maintain a Short Break activity offer that continues the highest priority Short Break activities, in key geographical areas, in line with activity usage data, within the budget constraints. We would ask Short Break activity providers to ensure that they give consideration to families from surrounding areas in their grant applications. We would also look to facilitate discussions between providers operating in rural areas to explore innovative approaches to delivery, the sharing of resources and closer joint working to reduce costs.*

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Review aspects of the Early Years service delivery processes and staffing structures*

T21 Opportunity Reference: CSD006A

Name of the accountable Officer: *Eric Halton*

Email address of the accountable Officer: *eric.halton@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: 10/5/2019

Detailed

Overview

Is this a detailed or an overview EIA?

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:

Services for Young Children supports all pre-school, nursery and Reception year children across Hampshire. This includes schools, pre-schools and child-minders. The key duties of this service are to undertake statutory moderation of assessments made by practitioners, provide advice and guidance where practice and provision is weak, provide advice and guidance to support settings with children who have SEND and to ensure that public funds distributed to settings are spent in accordance with the terms and conditions associated with delivering early years education. The service also provides advice and guidance on the welfare requirements and safeguarding issues related to Early Years settings

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:

There are a range of proposals under review that will enable the efficiencies to be met with minimal disruption to service users and limit impact on staff. Administration posts with current vacancies may be deleted and functions achieved through planned IT improvements, allowing the same work to be done with fewer staff. New income generating activities will be used to offset costs with no negative impact to users. Specialist Speech and Language support through access to self help resources and staff funded from outside this budget will enable continuation of services to users. A management re-structure will be used to improve effectiveness so should not affect organisational capacity.

Who does this impact assessment cover?

Service users

HCC staff (including partners)

Engagement and consultation

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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact: *Some service users may not be able to access the cost of new additional services offered that seek to improve service quality.*
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:**

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: CS - Skills & Participation (Staff)
T21 Opportunity Reference: CSD006B (TBC, ref. assigned to Service EIA)
Name of the accountable Officer: Phillip Walker
Email address of the accountable Officer: phillip.walker@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 type="checkbox"/>	<input type="checkbox"/>

Date of assessment: 29/8/2019

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 Skills & Participation Service provides a range of services, programmes and curriculum to support individuals to develop the skills to access, participate and succeed in education, employment and training. The service works with children and young people, 4-19/25, and adults, 19+ across Hampshire.

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:

£150,000 total T21 savings Inc. £46,000 to be secured by April 2020. Savings will be generated by replacing funding from LA sources with new project, contract and fee income, thus sustaining and, where appropriate and practical, extending the service offer. There are no staffing reduction associated with the service's T21 savings.

Who does this impact assessment cover?

- 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.

Note. A staff consultation exercise was run in Spring 2019 re a new service structure to be implemented from Autumn 2019. This was not associated with the service's T21 savings programme and no staff reductions were proposed or applied. The restructure did include a proposal to change the Terms & Conditions of some staff (x13 out of c.165) whose posts are funded from non-LA funding sources (High Needs). There is no reduction in the operational budget associated with this aspect of the proposal. The new service structure will provide the operational and strategic capacity to meet new areas of responsibility for the service.

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:					
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:					
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 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:

The approach is to replace LA funding with other funding sources without withdrawing or reducing the service offer or staffing.

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)

- *CiTb, NCOP and ESF external funding sources secure to 2021, 2022 and 2023 respectively. Review will be necessary post T21 if further external funds not secured beyond this period.*
- *Statutory youth participation (Inc. NEET support) funded from Combined DSG, subject to annual approval (BAU)*
- *Secure and specialist curriculum (Inc. Hospital Education Units) funded High Needs DSG.*
- *16-19/25, Adult Education and Apprenticeships funded via ESFA allocation and Apprenticeship Levy.*

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: T21 Inclusion Admin
T21 Opportunity Reference: CSD0006c
Name of the accountable Officer: Tracey Sanders
Email address of the accountable Officer: tracey.sanders@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 type="checkbox"/>	<input type="checkbox"/>

Date of assessment: 7/5/2019

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 transformation relates to the administrative support for the Inclusion services. These services work with all schools in Hampshire to help schools include children who have a range of needs..

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:

There will be a review of the business processes of these services to consider whether there are efficiencies that can be made in the administration of the Local Authority that the service undertakes. These will not impact on service delivery but there is likely to be some staffing changes. It is not anticipated that this will affect the reach of these services.

Who does this impact assessment cover?

- Service users HCC staff (including partners)

Engagement and consultation

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

Staff consultation will also take place as proposals develop.

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.

Transformation Practice will work with Inclusion Support Services to consider processes. This work will be undertaken using the LEAN approach which uses staff knowledge and expertise to design changes to working practices.

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:					
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:					
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>if staffing reductions are necessary this will impact upon a staffing group which is predominantly female.</i>				
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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Health Funding Contributions*

T21 Opportunity Reference: *CSD007*

Name of the accountable Officer: *Sarah Cross*

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

Department:

Adults' Health
and Care

Children's
Services

Corporate
Services

Culture,
Communities and
Business Services

Economy,
Transport and
Environment

Date of assessment: *2/7/2019*

Detailed

Overview

Is this a detailed or an overview EIA?

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:

Where a child or young person who is open to social care, has health needs that have been assessed as eligible under the NHS Continuing Care Framework, or Section 117 Mental Health Aftercare criteria, the Local Authority and relevant Clinical Commissioning Group have a duty to work together (and with Education where relevant) to ensure that appropriate support, and funding is put in place.

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:

It is anticipated that in order for Hampshire Children's Services and the relevant Clinical Commissioning Group to work more collaboratively the following changes are being implemented; a new governance structure, a new joint funding decision making panel, new jointly agreed processes, shared joint data and new, centralised ways of working. The impact of the changes will be positive on service users and 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.

This opportunity relates to internal processes and income generation with a partner agency and as such external consultation is not 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>This is a positive opportunity for children and young people as it will promote improved joint working between statutory agencies to best meet their outcomes.</i>				
Mitigation:					
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>This is a positive opportunity for children and young people with a disability as it will promote improved joint working between statutory agencies to best meet their outcomes.</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 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: *This is a positive opportunity.*
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)

End of Equality Impact Assessment

Thank you for taking the time to complete this form.

Click below to confirm the following:

- This form is complete, with no additions or changes still to be made
- The accountable officer has agreed the contents of this form

Please note: You will **not** be able to make changes to this form after submission.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Hampshire Youth Offending Team efficiencies*

T21 Opportunity Reference: *CSD008*

Name of the accountable Officer: *Stuart Ashley*

Email address of the accountable Officer: *stuart.ashley@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: *30/08/2019*

Detailed



Overview



Is this a detailed or an overview EIA?

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 Youth Offending Team (HYOT) is a multi-agency team comprising staff from Children's Services, probation, police, health and volunteers. HYOT's ambition is to see fewer children and young people involved in the criminal justice system. This will reduce the number of potential victims of crime and promote the confidence and safety of our local communities. We aim to maximise the potential of every child and young person, delivering quality assessments and interventions which will prevent offending and protect the public. HYOT work restoratively, with our partner agencies, to prevent children and young people from offending and re-offending. We also work with the victims of their offences. We try and repair the harm caused to them and the wider community as a whole. In 2018 Her Majesty's Inspectorate of Probation rated the Hampshire YOT as 'good' in its inspection of the service.

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 proposed change is based on a review of the structure of the service in response to the changing nature of need. The partnership commitment to reducing the criminalisation of children who have offended or at risk of offending has resulted in the HYOT having reduced caseloads and therefore naturally creates opportunities for considering streamlining and efficiencies. As posts become available, some staff are not being replaced but consideration will be given to how that money is best utilised within an overall commitment to meet the efficiency target. There is no plan for redundancy for staff, so impact will be low and the service will also continue to seek alternative funding sources to bring income in to attempt to offset any reductions in budgets.

Who does this impact assessment cover?

- Service users
- HCC staff (including partners)

Engagement and consultation

	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:

	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: Service Users: The gender ratio of young people is 81% boys and 19% girls. There are similar ratios in both statutory and YCP cases. The risk would be that girls are not offered the same service as boys. Staff: In YCP the substantive staff group consists of 11% male and 89% female. Of those managing the statutory work there are similar proportions. Therefore, it is more likely that any reductions would be in the female workforce. However this should be proportionate.

Mitigation: Service Users: To prevent girls being disadvantaged in statutory work pre-sentence reports are gate-kept to ensure that there is no unintended bias. In YCP cases, if these are prioritised in accordance to risk (as above) this will ensure equal consideration of girls and boys.

	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)

The strength of the HYOT is the partnership approach which brings committed partners together who work collaboratively to meet need and draw on a wide network of resources. This is a critical foundation on which to make efficiencies.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Waste Services - Recycling*

T21 Opportunity Reference: *E01*

Name of the accountable Officer: *Patrick Poyntz-Wright*

Email address of the accountable Officer: *patrick.poyntz-wright@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: *04/09/2019*

Detailed

Overview

Is this a detailed or an overview EIA?

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 is the Waste Disposal Authority for Hampshire, and the district councils are the waste collection authorities. The combined service provided by these authorities ensures the collection of all household waste in Hampshire, together with its efficient disposal by a variety of means, including those that harness energy, recycle, reuse, and otherwise realise the value in waste materials.

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 make changes to the financial arrangements for the recycling of household waste, as collected by the district councils and disposed of by the County Council. It is anticipated that this will deliver savings to the County Council without affecting service levels, although over time the proposals could improve the efficiency of service delivery to the benefit of all Hampshire residents.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
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:					
Religion or belief	<input type="checkbox"/>	<input 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:

The proposals relate to the financial arrangements of the service and are intended to improve efficiency without having an impact on the levels of service. More detailed proposals will be assessed further, but at the present time it is not anticipated that there will be any impacts on Hampshire residents, including those with protected characteristics.

[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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Waste Services - Household Waste Recycling Centres*

T21 Opportunity Reference: *E02*

Name of the accountable Officer: *Patrick Poyntz-Wright*

Email address of the accountable Officer: *patrick.poyntz-wright@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: *04/09/2019*

Detailed

Overview

Is this a detailed or an overview EIA?

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 recycles and disposes of waste collected at the 24 Household Waste Recycling Centres (HWRCs) within Hampshire. It has a responsibility to accept household waste (e.g. household contents arising from the day-to-day running of a household) at no charge but is not required to accept non-household waste (e.g. construction and demolition waste or items from the repair or improvement of private properties). There are some non-household waste materials that are already accepted on a charged for basis at the HWRCs in Hampshire (charges are set based on the amount of waste to cover the cost of onward disposal). These are: •soil and rubble •plasterboard •asbestos

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 proposal is to charge residents to deposit non household wood waste at Household Waste Recycling Centres (including fence panels, sheds, window frames, construction timber, etc). This is in line with existing policies to charge for other non-household type wastes (e.g. soil and rubble, plasterboard and asbestos), and will serve to recover costs only. Making such charges will bring the County Council into line with other authorities that already make such charges, and will help sustain the existing service.

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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
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:

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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>A new charge to recover the costs of disposing of such materials, regardless of the sum, is likely to affect poorer residents more than others, and on this basis a low negative impact has been identified. However, the charges set will not exceed those required for the County Council to recover its costs, and will be kept as low as possible. Moreover, disposal of such waste is expected to be an infrequent requirement for most residents if required at all.</i>				
Mitigation:					

Rurality



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)

The proposal is to charge individuals for the disposal of non-household wood at Household Waste Recycling Centres. As detailed proposals are progressed, they will be assessed further. However, charges will be set on a cost recovery basis in line with other material charges made at the same HWRCs. It is not anticipated that this will disproportionately affect residents with protected characteristics. Making such charges will bring the County Council into line with other authorities that already make such charges, and will help sustain the existing service.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Street Lighting*
T21 Opportunity Reference: *E03*
Name of the accountable Officer: *Patrick Poyntz-Wright*
Email address of the accountable Officer: *patrick.poyntz-wright@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: *04/09/2019*

Detailed



Overview



Is this a detailed or an overview EIA?

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 provides and maintains over 150,000 street lights and illuminated signs and bollards. This is a non-statutory service. The main street lighting cost that the County Council can control is energy consumption, on which it spends approximately £2.7 million per year. Since 2010, the County Council has more than halved its street lighting energy consumption by using more efficient bulbs, dimming street lights, and switching lights off in residential areas or part of the night.

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 seek further reductions in the cost of managing Hampshire's streetlighting network through new technology and/or other service efficiencies. This could ultimately include switching street lights off for longer periods during the night, switching off street lights during the night in some nonresidential roads, and additional dimming of street lights.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
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:					
Religion or belief	<input type="checkbox"/>	<input 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:

New technologies under consideration are not expected to have an impact on residents and service users. Other options could lead to some residential streets being darker, or darker for longer. In addition, some non-residential roads could also be made darker. It is possible that, if implemented, such changes could have a low negative impact on some road users with disabilities, but specific proposals have yet to be determined, and further assessment will be made as options are refined. New infrastructure enables flexibility over lighting and dimming regimes, and in the event that negative impacts are identified, this could potentially provide options for mitigation.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Highways and Winter Maintenance*
T21 Opportunity Reference: *E04*
Name of the accountable Officer: *Patrick Poyntz-Wright*
Email address of the accountable Officer: *patrick.poyntz-wright@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: *04/09/2019*

Detailed



Overview



Is this a detailed or an overview EIA?

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 works closely with its highway service provider to look after Hampshire's 5,400 miles of roads and 1,320 road bridges. Its duty is to maintain these roads and bridges to ensure that they are safe and can handle an 'ordinary' amount of traffic. Amenity maintenance relating to the Highways environment is also carried out, for example weed killing and grass cutting (which have both been reduced in recent years to help reduce overall highways costs and prioritise repairing defects). Funding is also provided to parish and town councils through the Parish Lengthsman Scheme, which provides for such work as cutting back hedges, cleaning signs and clearing ditches.

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:

Reductions to the cost of delivering Highways services may be possible by: potentially finding alternative funding for the Parish Lengthsman Scheme, and possibly inviting parish and town councils to contribute or fully fund their local scheme; working with our contracted provider to identify further business efficiencies that should not affect the overall highways service.

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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
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:					
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:

Modest reductions in the overall budget will be facilitated by way of efficiencies within the contract and changes to the Parish Lengthsman Scheme. Precise proposals have yet to be worked up. However, these are unlikely to have a disproportionate impact on people with protected characteristics. As detailed proposals are worked up, further assessments will be carried out.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Cross-Cutting Departmental Savings - staff*

T21 Opportunity Reference: *E05*

Name of the accountable Officer: *Patrick Poyntz-Wright*

Email address of the accountable Officer: *patrick.poyntz-wright@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: *04/09/2019*

Detailed



Overview



Is this a detailed or an overview EIA?

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 proposal relates to the delivery of all Economy, Transport, and Environment services provided by the County Council. These include ensuring that highways in Hampshire are safe and well maintained, that the highways systems support the local economy and are widely accessible, that waste disposal is well managed and its use as a resource maximised, and that appropriate development, with necessary infrastructure, is well planned and delivered.

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 further recover costs incurred through delivery of a range of services to other authorities, private companies, and members of the public, for which the County Council is entitled to charge to recover its costs. The proposal also involves seeking to maximise income and retention of skills and capacity through providing services to other organisations on a traded basis. Finally, this proposal seeks to reduce department-wide staff revenue costs whilst still delivering good quality Economy, Transport, and Environment services to the public. It is planned that this will be pursued through vacancy management.

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 agreed 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.

Staff are regularly kept up to date and given opportunities to discuss Transformation developments through staff briefings and other communications. Should there be a requirement for restructuring or redundancy, the normal consultation procedures would apply for such measures.

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:					
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:					
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:

Changes to the Operating Model may impact 15-25 Full Time Equivalent (FTE) posts. Savings would be achieved as far as possible through vacancy management and natural turnover within the relevant services, although this may not be sufficient to meet the full reduction required and therefore other measures such as voluntary redundancy and redeployment where appropriate would be explored. However, reviewing charging for certain services to ensure full cost recovery, and proposals to increase trading will both provide opportunities to retain and diversify skills within the organisation and should minimise and mitigate any impacts on staff. At present, no specific impacts are anticipated for staff, including those with protected characteristics, but further assessments will be made as proposals advance.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Cross-Cutting Departmental Opportunities (ETE)*

T21 Opportunity Reference: *E05*

Name of the accountable Officer: *Patrick Poyntz-Wright*

Email address of the accountable Officer: *patrick.poyntz-wright@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: *04/09/2019*

Detailed



Overview



Is this a detailed or an overview EIA?

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 proposal relates to the delivery of all Economy, Transport, and Environment services provided by the County Council. These include ensuring that highways in Hampshire are safe and wellmaintained, that the highways systems support the local economy and are widely accessible, that waste disposal is well managed and its use as a resource maximised, and that appropriate development, with necessary infrastructure, is well planned and delivered.

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 proposal is to further recover costs incurred through delivery of a range of services to other authorities, private companies, and members of the public, for which the County Council is entitled to charge to recover its costs. The proposal also involves seeking to maximise income and retention of skills and capacity through providing services to other organisations on a traded basis. Finally, this proposal seeks to reduce department-wide staff revenue costs whilst still delivering good quality Economy, Transport, and Environment services to the public. It is planned that this will be pursued through vacancy management.

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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
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:					

	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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact: *Work is still ongoing to determine options that will be brought forward for approval, and further impact assessments will be undertaken as necessary. However, charge increases will predominantly affect organisations, such as utility companies and developers. Where charges already exist, increases are likely to be in line with inflation. If charges do not exist, or have not been raised to meet costs for some years, increases could exceed inflation, but they will be kept to a minimum to cover existing costs only. This should not discriminate against people with protected characteristics, although there could be a low negative impact on poorer people who are less able to pay. More detailed assessments will be completed in due course.*

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)

End of Equality Impact Assessment

Thank you for taking the time to complete this form.

Click below to confirm the following:

- This form is complete, with no additions or changes still to be made
- The accountable officer has agreed the contents of this form

Please note: You will **not** be able to make changes to this form after submission.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *T21 - Changes to the Finance Operating Model and Increased Partnership Contributions*

T21 Opportunity Reference: *Fin-01 and Fin-02*

Name of the accountable Officer: *Rob Carr*

Email address of the accountable Officer: *rob.carr@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: *8/5/2019*

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 Finance Service provides financial support and advice to managers, senior officers and Councillors. Key activities and deliverables throughout the year include budget and council tax setting, preparation of final accounts and statutory returns, financial monitoring and advice and technical input to business cases / proposals being developed by HCC departments. Users are almost exclusively officers and members of HCC.

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 review the Finance Service operating model that will be implemented as part of the Transformation to 2021 savings proposals, in order to produce efficiencies within the service, where possible, and promote a greater level of self service across the County Council and our partners, underpinned by changes in technology and reporting. The aim is to reduce the total level of resources employed within the Finance Service, which together with increased partner contributions arising from the extension of the shared services arrangement will generate savings in the order of £338,000.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Positive	Neutral	Low negative	Medium negative	High negative
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:					
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>The staff structure includes a high proportion of women and therefore any reduction in staff numbers may impact on this group more than others</i>				
Mitigation:	<i>Staff consultation will be undertaken with all staff and the impact of reducing staff numbers will be managed as far as possible through natural wastage</i>				
	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: *The staff structure includes a high proportion of women and therefore any reduction in staff numbers may impact on this group more than others*
Mitigation: *Staff consultation will be undertaken with all staff and the impact of reducing staff numbers will be managed as far as possible through natural wastage*

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *HR Transformation Programme to 2021*

T21 Opportunity Reference: *HR-01*

Name of the accountable Officer: *Nichola Andreassen*

Email address of the accountable Officer: *nichola.andreassen@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: *8/5/2019*

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 HR Service is made up of functional areas including HR Ops (including Casework, Org change, Policy & Reward), Occupational Health, Workforce development and Business Partners, all of whom provide a range of HR services to departments and partners.

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 project requires the service to re-shape and innovate service provision in response to reduction in government funding. This will build on the achievements of the transformation to 2019 programme which will create a more efficient and effective HR service by changes to operating models, further stream-lining of business processes and optimisation of existing technology. This will result in a greater level of self service by staff across the County Council and our partners, underpinned by changes in technology and reporting. This is likely to change the type of demand placed on the HR service.

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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
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:					
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:					

	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:

The proposal reflects a partial change to the way existing teams will deliver services as a result of reducing budgets; this will include methods of service delivery and re-alignment of capacity to the priorities of the departments and partners. There is no direct change to those individuals employed by the Council or to services provided to the residents of Hampshire.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Shared Services (IBC and Recruitment)*

T21 Opportunity Reference: *IBC-01*

Name of the accountable Officer: *Gary Westbrook*

Email address of the accountable Officer: *gary.westbrook@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: *1/5/2019*

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:

Service delivers the core Transactional HR and Pay, Finance and Recruitment services for Hampshire County Council, alongside delivering this service in partnership with a range of other Public Sector organisations.

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:

No impact on service users. There is expected to be a positive impact of staff as new roles are created to deliver increased demand for services as the partnership continues to grow.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
Disability	<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
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:					
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:					

	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:

There is no direct impact on current service users. The only impact on current employees will be the growth of the function and the investment in new roles.

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)

N/A

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Shared Services - HantsDirect*

T21 Opportunity Reference: *HD-01*

Name of the accountable Officer: *Gary Westbrook*

Email address of the accountable Officer: *gary.westbrook@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: *9/5/2019*

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:

Hantsdirect manages around 600,000 contacts from the public each year. The primary method of communication is by telephone, providing a "front door" for a range of services on behalf of HCC's departments. The service is divided into 3 constituent parts: - Contact Assessment Resolution Team (CART) - Service on behalf of Adults Health and Care - Multi Skilled Teams (MST) - General Enquiries, libraries, registrations, waste, roads and transport, countryside, school admissions, childrens services - Blue Badge and Concessionary Travel

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:

Following a commissioned piece of research in 2018/19 including engagement with a range of stakeholders, the future operating model for customer contact will more closely align contact with service delivery departments. Any changes will be designed to improve the customer journey in accordance with principles identified during the research, and where appropriate would be subject to a specific EIA. Where investment is required, for example in new technology, this would be approved on a business case basis.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
Mitigation:

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

Impact:
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:					
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:					

	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					

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

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

At this stage there are no detailed recommendations to inform the impact. As specific proposals develop they will where appropriate be subject to an EIA in conjunction with the relevant service department.

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)

N/A

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: T21 IT-01, IT02, IT03 IT04, IT05 IT Operating Efficiencies

T21 Opportunity Reference: IT-01, IT02, IT03 IT04, IT05

Name of the accountable Officer: Simon Williams

Email address of the accountable Officer: simon.williams2@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: 11/4/2019

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 HCC IT department delivers a range of technology which underpin services to the public, and enable staff productivity. The services in scope cover all of the underpinning technology infrastructure, operating procedures and service agreements.

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:

Opportunities have been identified to deliver technology services in a more efficient and effective way, including rationalising hardware and software, retiring legacy systems and more effectively managing demand. Specifically we will: 1. Rationalise our database technologies 2. Replace and rationalise our legacy storage platform 3. Consolidate Server and Client platforms 4. Rationalise our use of Software licences 5. make improvements to our operating procedures

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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
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:					
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:					

	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:

The proposals are purely back office with limit impact to staff

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *T21 Corporate Resources Internal Audit Income Generation*

T21 Opportunity Reference: *IA-01*

Name of the accountable Officer: *Neil Pitman*

Email address of the accountable Officer: *neil.pitman@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: *3/5/2019*

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 Southern Internal Audit Partnership provide internal audit services to HCC and a range of other public sector providers

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 Southern Internal Audit Partnership has grown year on year since its inception in 2012. Continued growth ensures pooled resilience for HCC and partnering organisations whilst ensuring economies of scale are maximised. Whilst the role of the auditor is by nature transient, with staff required to travel to client sites to undertake audit reviews, the increased geographical footprint in acquiring new business now extends across three counties and could be seen to impact travel time / arrangements for staff. However, it should be noted that there are no added burden(s) placed on staff that such additional travel would be undertaken in their own time or at their own expense.

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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
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:					
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:					

	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:

The growth of the Southern Internal Partnership further develops its intended direction of travel. There are no direct changes to those individuals employed by the Council or to those services provided to support the Council and its residents.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *T21 Corporate Resources Transformation
Income generation*

T21 Opportunity Reference: *TT-01*

Name of the accountable Officer: *Stephanie Randall*

Email address of the accountable Officer: *stephanie.randall@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: *29/4/2019*

Detailed



Overview



Is this a detailed or an overview EIA?

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 Corporate Resources Transformation Team provide support to a range of departmental and corporate transformation initiatives, including, increasingly, delivery of improvements that directly support the growth and development of the IBC Shared Services Partnership offer.

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:

Contributions made by our partners to the IBC Shared Services investment fund are used to support delivery of a range of agreed strategic and operational shared services development priorities. In future, a proportion of the project and programme resources within the Corporate Resources Transformation Team who deliver these development priorities, will be charged to the investment fund, thereby releasing a proportion of the council's base budget. This change enables us to mitigate the potential impact on staff within Corporate Resources, as they will focus future support on the growth and improvement of the Shared Services partnership offer. The proposal will not impact service users.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
Disability	<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
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:					
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:					

	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:

The proposal reflects a partial change to the way an existing team are funded, through focusing a proportion of their available capacity toward supporting the delivery of development priorities agreed with the IBC Shared Services Partnership. There is no direct change to those individuals employed by the council, or to services provided to the residents of Hampshire.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Further reductions in printing and posting costs*

T21 Opportunity Reference: *L&G1(a)*

Name of the accountable Officer: *Paul Hodgson*

Email address of the accountable Officer: *paul.hodgson@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: *13/5/2019*

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:

Law and Governance provides a range of legal, democratic and other support services to HCC and its partner organisations. The services provided are support functions, not front line services to members of the public, therefore the users are internal to HCC and its partners.

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 proposed changes includes more efficient ways of working to further reduce printing and postage costs. This includes better use of IT, electronic file management and further use of electronic bundles, in order to minimise use of paper.

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.

Law and Governance staff will be consulted and engaged about new ways of working. No public or other consultation is planned because the proposals only affect internal ways of working and will not have any direct effect on front line services.

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:					
Disability	<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
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:					
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:					

	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:

The proposals involve relatively minor changes to the way staff in Law and Governance work. The impacts will have a neutral impact so far as protected characteristics are concerned.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Law & Governance T21 Proposals*

T21 Opportunity Reference: *L&G2*

Name of the accountable Officer: *Peter Andrews*

Email address of the accountable Officer: *peter.andrews@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: *17/4/2019*

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:

1. The commissioning of the Healthwatch service for the Department of Health. This provides a service that represents the views and experiences of local people who use NHS services, carers and the public on the Health and Wellbeing Boards set up by local authorities, along with providing information and signposting to people about local health and care services, how to access them and how to find their way round the system. 2. The commissioning of an NHS complaint advocacy service.

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:

Separation of the provision of the Healthwatch service and NHS advocacy service. This provides the opportunity to redefine and focus the advocacy service, including the creation of new performance indicators that will ensure better contract management and an improved service for users of NHS services that need help in making a complaint.

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.

Consultation was undertaken with the current and possible future service providers through a series of market engagement discussions.

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>There is the potential that cost reductions to the contract could lead to a lower service.</i>				
Mitigation:	<i>Clear performance indicators within the contract, coupled with increased contracts monitoring and a higher performance specification required under the contract will lead to an improved service. In addition, the new supplier is required to improve accessibility from the previous arrangements. The linkage of the new contract to the advocacy arrangements provided for social care advocacy produce a better, "one-stop shop" approach for the public.</i>				
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>There is the potential that cost reductions to the contract could lead to a lower service.</i>				

Mitigation: *Clear performance indicators within the contract, coupled with increased contracts monitoring and a higher performance specification required under the contract will lead to an improved service. In addition, the new supplier is required to improve accessibility from the previous arrangements. The linkage of the new contract to the advocacy arrangements provided for social care advocacy produce a better, "one-stop shop" approach for the public.*

	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:

	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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *T21 DaMS staff cost reduction*

T21 Opportunity Reference: *DaMS staff cost reduction*

Name of the accountable Officer: *Kevin Greenhough*

Email address of the accountable Officer: *kevin.greenhough@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: *1/5/2019*

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:

DAMS currently provides democratic support to internal departments and to elected Members. It also sells democratic services to Hampshire Fire and Rescue, the River Hamble and the Police and Crime Panel.

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 improve capacity within the DAMS team through the use of technology and improved business processes in order to ultimately be able to use surplus capacity to seek further income opportunities for the provision of governance related services.

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.

Initial engagement and discussion has been held with service directors on the aims of the workstream. It is envisaged that there will be ongoing dialogue with departments on any changes to current business processes. It is not envisaged that there will be any impact on the public.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
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:					
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 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:

Capacity will be generated through improved internal efficiency in business practices and it is not envisaged that there will be any substantial impact on the service provision that currently exists. The majority of democratic services delivery (decision days, committee meetings etc) is governed by legislation or the Constitution, therefore access to information and the service delivery cannot change without updates to one or the other.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *T21 Emergency Planning and Resilience Offer to Schools*

T21 Opportunity Reference: *T21 Emergency Planning and Resilience Offer to Schools*

Name of the accountable Officer: *Ian Hoult*

Email address of the accountable Officer: *ian.hoult@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: *20/5/2019*

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:

Working with key staff from schools Emergency Planning & Resilience (EPRT) will help in the production of emergency plans and procedures tailored to meet the needs of the school. These may include: • The overarching generic Emergency Plan for the school • The Business Continuity Plan • Lock Down Procedures • Off Site Emergency Procedures for school trips (UK and abroad). We work very closely with colleagues in Hampshire Outdoors, with access to Evolve. • Site Specific Risk Planning. Each school is unique and may face additional risks based on its geographical location - e.g. flooding or chemical substance release. Risks will be assessed based on the proximity to known risks/hazards like chemical sites; radiation hazards; airports; prisons; etc. • Staff & Governor Training. Following on from the production of these plans and procedures, we will work with you to train relevant staff and governors so that plans, roles and responsibilities are clearly understood; and we will validate the plans and the training provided by holding appropriate exercises

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:

This is a new service offered out to all schools in the Hampshire area.

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 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 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:					
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:					

	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:

The service has been developed to improve the resilience of Hampshire's schools to continue to operate during and post emergencies generically and not to have any effect specifically on anyone with the following specific criteria.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Legal and Governance Sales*

T21 Opportunity Reference:

Name of the accountable Officer: *Charles Gilby*

Email address of the accountable Officer: *jon.carrick@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: *22/03/2019*

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 proposal deals with the provision of health and safety advice to schools and other local authorities in Hampshire and neighbouring counties. There is no proposed change to the provision of existing services as this proposal deals with increased income generation through selling services to other organisations

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:

There is no proposed change to the provision of existing services.

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.

Each client and relevant party is consulted prior to an agreement being reached.

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:	<i>As this is health and safety-related, no negative impacts are anticipated.</i>				
Mitigation:					
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>As this is health and safety-related, no negative impacts are anticipated.</i>				
Mitigation:					
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>As this is health and safety-related, no negative impacts are anticipated.</i>				
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: *As this is health and safety-related, no negative impacts are anticipated.*
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: *As this is health and safety-related, no negative impacts are anticipated.*
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: *As this is health and safety-related, no negative impacts are anticipated.*
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: *As this is health and safety-related, no negative impacts are anticipated.*
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: *As this is health and safety-related, no negative impacts are anticipated.*
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: *As this is health and safety-related, no negative impacts are anticipated.*
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: *As this is health and safety-related, no negative impacts are anticipated.*
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: *As this is health and safety-related, no negative impacts are anticipated.*
Mitigation:

If you have only identified neutral impacts, please state why:
As this is an ongoing provision of service, there are no changes and no impacts identified.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Independent Appeals Service for Schools - review of pricing schedule for Academies*

T21 Opportunity Reference:

Name of the accountable Officer: *Jo Weeks*

Email address of the accountable Officer: *jo.weeks@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:

20/03/2019

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 provides independent management of admission and exclusion appeals for Hampshire maintained and aided schools. The Service is also offered to Academies on a sold-service basis. Parents appealing for a school place for their child receive the service free of charge and costs are covered by the school. Academies are not obliged to use the Service. Academies interested in signing up for the service often ask for an estimate of costs and due to the nature of the 'at cost' charging it is difficult to provide an accurate estimate. A review of charges to Academies has been undertaken to provide a more equitable, standardised pricing schedule.

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:

A review of charges to Academies has been undertaken to provide a more equitable, standardised pricing schedule. In the future it will be possible to provide an accurate financial quote to Academies, which may help increase take-up of the offer. Academies are not obliged to use the service. They are free to manage their own appeals at their own cost. There will be no impact to end service users (appellants/parents/children).

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.

None

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:					
Disability	<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
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:					
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: *All Academies will be charged pre-determined fees under the new contract schedules, rather than the previous 'at cost' fees which were variable. This will enable better financial planning by Academies. In some cases the fees could be slightly higher than previously.*

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: *All Academies will be charged standardised pre-determined fees under the new contract schedules, regardless of location of Academy.*

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *T21 Reduce external demand and increase external income*

T21 Opportunity Reference: *L&G7*

Name of the accountable Officer: *David Kelly*

Email address of the accountable Officer: *david.kelly@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: *18/4/2019*

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 proposal relates to Legal Services and the legal support that Legal Services provides to County Council Departments

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:

It is proposed to reduce the amount of legal support provided to Departments by 4%. The capacity released will be used to generate external income which will support the T21 target for Law and Governance. While less legal support will be available to Departments the impact of this will be mitigated by more effective client relationship management, more effective targeting of resources and increase productivity. This approach was successfully used to support the T19 target for Law and Governance and will effectively be an extension of existing work.

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 two departments with the highest demands on Legal Services support children and vulnerable adults. Both these departments will have to deliver their services with reduced legal support. However this impact will be mitigated by increase productivity and better targeting of resources to ensure that any negative impact is managed appropriately.*

Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<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
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:					
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:					

	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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Strategic Procurement*

T21 Opportunity Reference: *Strategic Procurement*

Name of the accountable Officer: *Belinda Stubbs*

Email address of the accountable Officer: *belinda.stubbs@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: *17/7/2019*

Detailed

Overview

Is this a detailed or an overview EIA?

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:

HCC currently has a large in-house Procurement department which provides support to all departments within HCC as well as Hampshire Constabulary and Hampshire Fire and Rescue services. The Procurement department provide professional guidance on technical and commercial aspects of the procurement process and support the delivery of projects and cost savings initiatives within the various departments.

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:

In order to deliver T21 saving of £120K without a reduction in headcount within the Procurement department it is proposed that additional income is generated through the growth of existing external client business and generation of new income streams. It is believed that this additional work can be sustained without additional resource within the department or undue additional burdens being placed on existing team members. No change to the current service provided to HCC's own departments is anticipated.

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.

Not 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:					
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

	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:

This initiative will only impact on the particular projects that members of the procurement team are working on not the nature of the work. None of the above factors will be impacted by this change.

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)

There is a small potential increase in travel for staff. there are likely to be positive reputational benefits for HCC, resulting in a positive impact in attracting and retaining staff for the service.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Transformation Practice External Income Generation

T21 Opportunity Reference: TP21

Name of the accountable Officer: Ian Smart

Email address of the accountable Officer: ian.smart@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: 18/4/19

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

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:

Along with the other departments within Corporate Services, the Transformation Practice has a savings target, which it plans to meet by generating income pursuing opportunities within the external market. The act of income generation will not affect staff or service users in anyway. Any proposed changes as a result of these projects/programmes will be subject to individual EIAs when required to be, and are not covered by this EIA

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
Disability	<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
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:					
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 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:

This proposal is about generating external income from established HCC partners, delivered through the Transformation Practice. Our established systems for work allocation using appropriate skills and capacity to deliver the contract will continue to be applied. These take account of the specific needs of individual members of staff, with any particular characteristics, as well as any client requirements

Additional information

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)

none

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Customer Engagement Service Operating Model review*

T21 Opportunity Reference: *CES1; CES2*

Name of the accountable Officer: *Deborah Harkin, Assistant Chief Executive*

Email address of the accountable Officer: *deborah.harkin@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: *15/5/2019*

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 Customer Engagement Service comprises Marketing and Advertising, Corporate Communications and Insight and Engagement (including public consultation and engagement, behavioural change research, corporate performance, and a wide range of strategic partnerships and policy agendas - such as the Armed Forces, the Voluntary Sector, community safety and equalities). These teams sit alongside the Chief Executive's and Leader's offices. The Service has a target to reduce its budget by a further £121,000 by April 2021, contributing to wider organisational savings of £80million. These reductions will be achieved by making further changes the Service's operating model - increasing the amount of funding received through external sources of income and reducing overall overheads, including through a further headcount reduction.

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:

It is estimated that approximately 10% of staff will be impacted by changes to the Customer Engagement Service operating model resulting in headcount reductions. Some staff may also need to develop further their skills in order to support a more commercial service and strengthen the external offer. Changes will not affect the level of service provided to the public.

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>There could be a reluctance to offer EVR / VR packages to staff who have worked with the County Council for a longer period, and therefore may be older, due to their packages being higher cost.</i>				
Mitigation:					
Disability	<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
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:**

	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: *There could be a low negative impact on female members of staff simply by virtue of the fact that there are more women working within the Service than men.*
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

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)

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

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:

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 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: *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.*

Mitigation: *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.*

	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:

	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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact: *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.*

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

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:

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 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: *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:

	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>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:					
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 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
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: *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:

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: *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:

	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.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Property Services - Customer Impacts*

T21 Opportunity Reference: *T21 CCBS02*

Name of the accountable Officer: *Steve Clow*

Email address of the accountable Officer: *helen.stephenson@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:

HCC Property Services provides building design, procurement, asset management and maintenance & FM services to Hampshire County Council (HCC) (including schools) and external organisations. The team comprises approximately 450 employees across a range of disciplines.

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:

Property Services will seek to increase income through procurement frameworks and work with external organisations. The service will also seek efficiencies through embedding the Property Futures programme and a review of the Facilities Management service model.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Disability	<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
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:					
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 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:

At this stage, the impacts are not expected to impact any protected characteristic disproportionately and therefore the impacts have all been considered neutral.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Property Services - Staff Impacts*

T21 Opportunity Reference: *T21 CCBS02*

Name of the accountable Officer: *Steve Clow*

Email address of the accountable Officer: *helen.stephenson@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:

Property Services provides building design, procurement, asset management and maintenance & FM services to Hampshire County Council (including schools) and external organisations. The team comprises approximately 450 employees across a range of disciplines.

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:

Property Services will seek to increase income through procurement frameworks and work with external organisations. The service will also seek efficiencies through embedding the Property Futures programme and a review of the Facilities Management service model.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Disability	<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
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:					
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 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:

Whilst it is acknowledged that some areas of Property Services employ more sections of specific demographics, overall, the department does not have one particular area more prominently represented than others. In addition to this, none of the current proposals look likely to impact on one area more than others, and so we have not highlighted any impacts at this stage. As the proposals become more developed, this will be revisited, and more detailed assessments can be made where appropriate.

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: *Regulatory Services – Staff Impacts*

T21 Opportunity Reference: *T21 CCBS03*

Name of the accountable Officer: *Sara Teers*

Email address of the accountable Officer: *Lisa.Rake@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:

Regulatory Services comprises five areas of service delivery – Trading Standards, Hampshire Scientific Service, Asbestos Management Service, Registration Service and HM Coroners Service in Hampshire. These services deliver a range of activities which enable the County Council to meet its statutory obligations in relation to health, public safety, business and consumer protection, and registrations of births, deaths and marriages. They also deliver non-statutory services. This EIA relates specifically to Trading Standards and the Hampshire Scientific Service, in which employees span a range of roles across numerous functions.

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:

In order to deliver their Transformation to 2021 Programme, both Trading Standards and Hampshire Scientific Service have undertaken to review and make changes to the way in which they operate. This will include an appraisal of their current portfolio of services and the staffing structures required to deliver these. The reviews will consider the best ways to deliver required Service savings whilst maintaining sustainable, affordable and fit-for-purpose Services. The reviews may propose changes to the total number of roles/grades by role within the Services, and/or amendments to role accountabilities and tasks.

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:

Although the age profiles of Trading Standards and the Hampshire Scientific Service are largely in line with that for the County Council as a whole, there are some differences which may have an impact. The percentage of Trading Standards staff in the age range 30-54 is 74%, significantly higher than that for HCC (62%). Hampshire Scientific Service also has an older workforce, with 32% aged 55-64 compared to 21.8% for HCC. The impact on age is considered low at this stage. Any significant impacts will become clear when more detailed work is carried out.

Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<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
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:**

	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: *The services have an approximate 50:50 split of male to female staff overall. This may change but will depend on the outcome of the service reviews and final structures as particular service sections may be impacted more than others therefore gender differences may become more apparent.*

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: *It is possible that at the time of any staff reviews, there may be staff off on maternity leave or currently pregnant. Any staff on maternity leave during any consultation periods will be given the opportunity to engage in consultation and be kept briefed throughout the process. This equally applies to those off on paternity and adoption leave. There is no evidence that this protected characteristic will be disproportionately affected by the changes and the impact is considered low.*

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)

Until the Services' ways of working and staffing structures have been reviewed, it is currently unknown what the likely impact will be upon staff. Further, more detailed EIAs will be undertaken at a later date, with appropriate consideration and action taken in respect of their findings.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Regulatory Services – Customer Impacts*

T21 Opportunity Reference: *T21 CCBS03*

Name of the accountable Officer: *Sara Teers*

Email address of the accountable Officer: *Lisa.Rake@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:

Regulatory Services comprises five areas of service delivery – Trading Standards, Hampshire Scientific Service, the Asbestos Management Service, Registration Service and HM Coroners Service in Hampshire. These services deliver a range of activities which enable the County Council to meet its statutory obligations in relation to health, public safety, business and consumer protection, and registrations of births, deaths and marriages. They also deliver several non-statutory and income generating services.

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:

In order to deliver their Transformation to 2021 Programme, the Regulatory Services have undertaken to deliver a number of changes to their services and the way in which they are provided. The Programme may include consideration of options to a) reduce, stop or change services including a review of statutory and non-statutory elements of service provision, and b) generate additional income through existing services and the introduction of new services, where this can be achieved at no additional cost. This EIA relates to changes in Trading Standards as this is the service where changes will have an impact.

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>Any options to reduce, stop or change services are likely to disproportionately impact on older people. This is because individuals over 60 are more likely to be impacted by illegal activities such as doorstep crime scams and financial abuse. As the Service engages with a very small number of vulnerable adults compared to the population as a whole, the impact is likely to be low.</i>				
Mitigation:					
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact: *Any options to reduce, stop or change services are likely to disproportionately impact upon disabled individuals and those with reduced mental capacity. This is because these individuals are more likely to be impacted by illegal activities such as doorstep crime and financial abuse. As the Service engages with a very small number of vulnerable adults compared to the population as a whole, the impact is likely to be 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:

	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: *Any options to reduce, stop or change services are likely to disproportionately impact individuals who are female. This is because females are more likely to be impacted by illegal activities such as doorstep crime scams and financial abuse. As the Service engages with a very small number of adults compared to the population as a whole, the impact is likely to be low.*

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.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Asbestos Drone Inspection Service*

T21 Opportunity Reference: *T21 CCBS03*

Name of the accountable Officer: *Arran Cobley*

Email address of the accountable Officer: *arran.cobley@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 Asbestos Team does not currently offer drone inspection services.

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 proposal is to set up a drone service to extend the range of services provided by the Asbestos Team, to achieve corporate savings for Hampshire County Council through delivering more cost efficient inspections. Commercial drone use is expected to be a growth area that would benefit Regulatory Services, and other County Council departments. Services using the drone service are expected to benefit from reduced inspection costs.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Disability	<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
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:**

	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:

Developing a drone inspection service is not a service that will have an impact on the citizens of Hampshire and is therefore not expected to have an impact on any of the protected characteristics, poverty or rurality.

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)

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:

- | | | |
|---|----------------------------------|--------------------------------------|
| <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.</i>				
Mitigation:	<i>A discounted annual membership rate for blue badge holders will also be introduced, where feasible.</i>				
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:					
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:					

	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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact: *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.*

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.

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: *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.*

Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<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
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:					
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 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.

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:

- | | | |
|---|----------------------------------|--------------------------------------|
| <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 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.

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:

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.

Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
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:					
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:					

	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.

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



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 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:	<i>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.</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:					
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:					

	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.

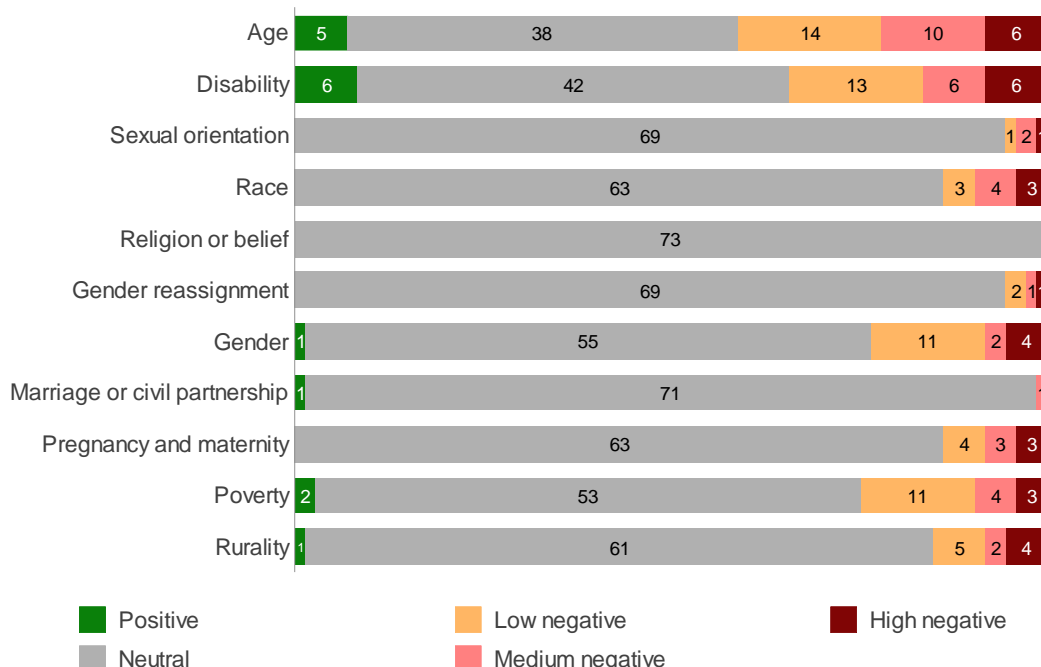
Cumulative Equality Impact Assessment

1. The Cumulative Equality Impact Assessment detailed in this Appendix is based on 73 Equality Impact Assessments (EIAs) completed by 6 September 2019. As these EIAs continue to be reviewed or updated, the Cumulative EIA may be further revised.

2. Of the 73 EIAs:
 - 27 (37%) indicated that proposals could have a neutral impact on people from key characteristic groups;
 - 6 (8%) suggested changes could have a solely positive impact; and
 - 40 (55%) highlighted proposals with at least one possible negative impact (high, medium or low). Of these, two proposed changes were reported as potentially having both positive and negative impacts.

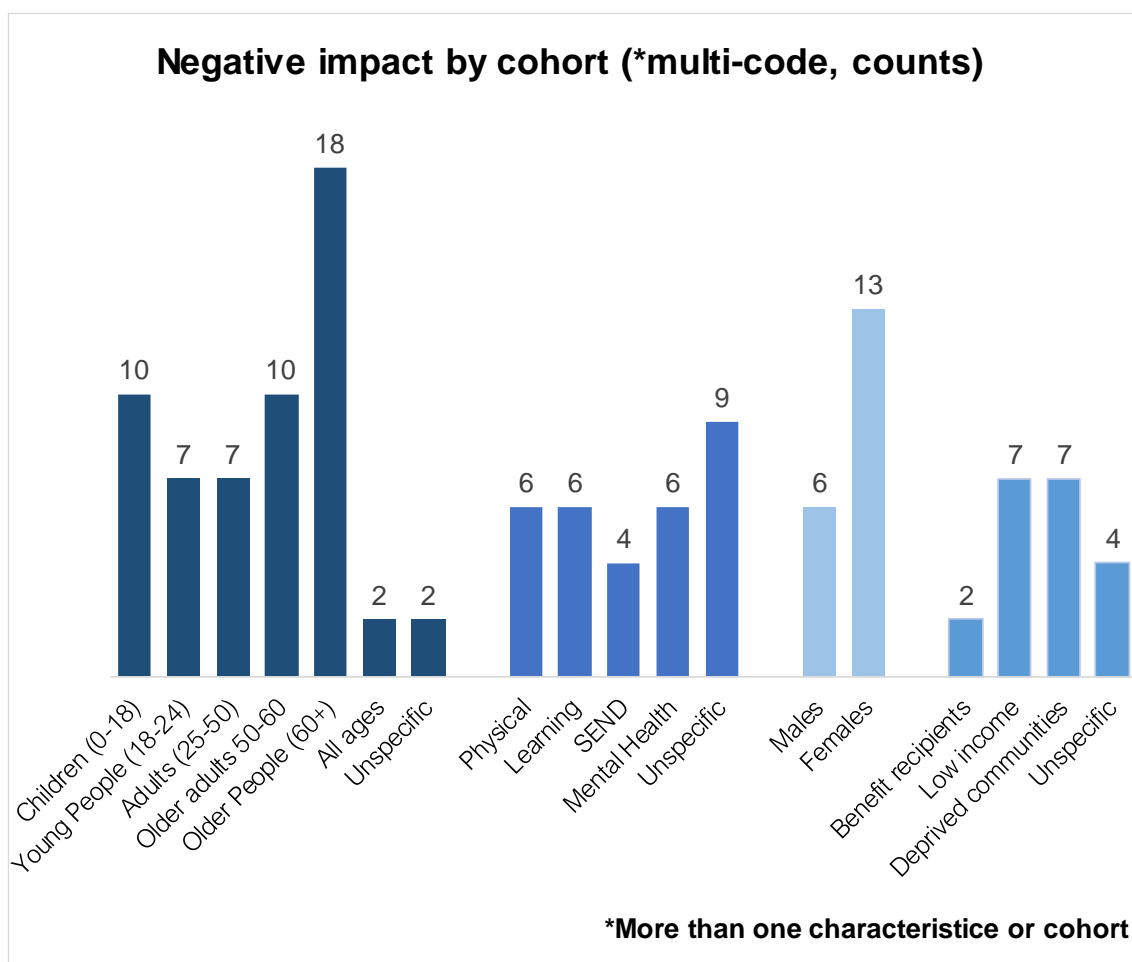
3. The chart below provides a summary of the anticipated impacts by characteristic. It shows that the key characteristics most likely to be negatively impacted are age, disability and poverty, which mirrors the key service users within the high-spend departments (Adults' Health and Care and Children's Services – which account for nearly three quarters of the County Council's total annual budget). Gender is the characteristic with the next highest number of reported negative impacts.

Level and type of impact by each protected characteristic (counts)



4. Analysis identified where proposals were considered to impact negatively on more than one group. There were 31 EIAs that met this criterion. Analysis found that:

- a) 29 of the 31 (94%) proposals with multiple negative impacts referenced **age or disability**, with **21 of these (68%) referencing both**.
- b) 16 of the 31 (52%) referenced a negative impact on **age, disability and at least one other characteristic** – primarily gender (13 EIAs).
5. Further qualitative review showed where specific cohorts within characteristic groups may be more likely to be impacted, should proposals go ahead. This analysis identified that:
- a) **Age** – Children (aged 0-18), and older people (aged 50+) may be more likely to be impacted than those within the core adult demographic.
- b) **Gender** – Females may be more likely to be impacted than males.
- c) **Poverty** – Deprived communities and those on low incomes are most likely to be affected.
- d) **Disability** – A wide range of groups are likely to be affected. Mental health needs, physical disabilities, learning disabilities were most prominent, and children with Special Educational Needs and Disability (SEND) are also likely to be affected.



EIA	Department	Age	Disability	Sexual orientation	Race	Religion or belief	Gender reassignment	Gender	Marriage or civil partnership	Pregnancy and maternity	Poverty	Rurality
Childrens' to Adults' Transition	Adults' Health and Care	M	M									
Domestic Abuse Victim and Perpetrator Services	Adults' Health and Care	H	H	M	H		M	H		H	M	H
In house activity coordinators	Adults' Health and Care	M	M					L				
Least Restrictive Practice	Adults' Health and Care		P									
Mental Health Review & Reassess	Adults' Health and Care	M	H		M							
Moving On	Adults' Health and Care	P	P						P		P	
Older Adults Transformation	Adults' Health and Care	M	L									P
Oral Health Improvement	Adults' Health and Care	M			L						M	
Substance Misuse Service	Adults' Health and Care	H	H	M	H		L	H		H	H	H
Sexual Health	Adults' Health and Care	H	M	H	H		H	H		M	M	L
Strategic Review of HCC Care Services Provision.	Adults' Health and Care	H	M					L	M			
T21 PH 6 Public Health Nursing	Adults' Health and Care	H	H	L	M		L	H		H	H	H
T21 PH5 - Healthy Lifestyles – Stop Smoking	Adults' Health and Care		L							L	L	
T21 PH5 Healthy Lifestyles – NHS Health Checks	Adults' Health and Care	L			L						L	
Weight Management Service Budget Reduction	Adults' Health and Care		L							M	L	
Working Differently	Adults' Health and Care	M	M		M			M				
Community Based Services	Adults' Health and Care	M	H									
Residential Re-Provide Supported Living	Adults' Health and Care	M	P								P	
Family Support Service and Early Help	Adults' Health and Care	H	L		M			L		M	H	H
T21 Inclusion Admin	Children's Services							L				
Home to School Transport	Children's Services	M	M								L	M
Transforming Social Care (TSC) - Reduction in Children Looked After	Children's Services	P	P					P				
Administration Efficiencies	Children's Services	L	L					L				
T21 Short Break Activities	Children's Services	M	H					M			M	M
Review aspects of the Early Years service delivery processes and staffing structures	Children's Services		L								L	
Mainstream Funding Mechanism (Banding)	Children's Services	P	P									
Health Funding Contributions	Children's Services	P	P									
Director of Children's Services - review of Administrative support	Children's Services	L	L					L				
Customer Engagement Service	Corporate Services	L						L				
T21 - Changes to the Finance Operating Model and Increased Partnership Contributions	Corporate Services							L		L		
Law & Governance T21 Proposals	Corporate Services	L	L									
Independent Appeals Service for Schools - review of pricing schedule for Academies	Corporate Services										L	L
T21 Reduce external demand and increase external income	Corporate Services	L										
Library Service - Service User Impacts	CCBS	L	L								L	L
Library Service - Staff Impacts	CCBS	L	L					L		L	L	L
Regulatory Services – Customer Impacts	CCBS	L	L					L				
Regulatory Services – Staff Impacts	CCBS	L						L		L		
Countryside Service – Customer Impacts	CCBS		L								L	
Countryside Service – Staff Impacts	CCBS	L										
Hampshire Archives and Local Studies - Customer Impacts	CCBS	L										
Hampshire Archives and Local Studies - Staff Impacts	CCBS	L	L									
Hampshire Outdoor Centres - Customer Impacts	CCBS	P										
Business Units - Customer Impacts	CCBS											L
Waste Services - Household Waste Recycling Centres	ETE										L	
Cross-Cutting Departmental Opportunities (ETE)	ETE										L	

This page is intentionally left blank

Commercial Strategy

1. Introduction

- 1.1 The County Council's approach to the delivery of successive savings programmes has in the main focussed on maximising efficiencies in service delivery and implementing changes to operating models and technology that mean that services can be provided in a cheaper but more effective way.
- 1.2 Alongside this, the County Council has also examined areas where it can generate more income in order to reduce the direct impact on services, either through charging for services or through the expansion of traded services to other organisations.
- 1.3 In addition, as part of the strategy for making 'housekeeping' savings a revised approach was adopted for the investment of surplus cash, that has generated significant returns as part of a balanced portfolio.
- 1.4 This approach has continued into the Transformation to 2021 (Tt2021) Programme and as part of the *Serving Hampshire – Balancing the Budget* consultation feedback, generating additional income was again the most preferred option for helping to close the budget deficit.
- 1.5 The purpose of this section is to outline, as part of the wider Medium Term Financial Strategy (MTFS), the County Council's approach to commercialisation and explain some of the risks and issues associated with certain options, some of which have received recent national press coverage.
- 1.6 There are four main areas where the County Council can seek to generate additional income to help close the budget deficit:
- Charging users for the direct provision of services.
 - Investing money or using assets to generate a return.
 - Expanding traded services to other organisations.
 - Developing joint ventures that yield additional income or generate a return.
- 1.7 The following paragraphs explore what the County Council has been doing in each of these areas as part of its longer term financial strategy.

2. Charging Users for the Direct Provision of Services

- 2.1 Many of the potential areas for charging for services at a county level are governed by statute and by far the biggest area is charging for the provision of adult social care services which generates around £64m of income that is vital in maintaining services in the face of growing demand.
- 2.2 Income generation through fees and charges in other departments (excluding schools) accounts for a further £39m, much of which sits within Culture, Communities and Business Services (CCBS), for goods and services that people use more of a matter of choice than out of necessity.
- 2.3 This £103m of fees and charges income is already built into the base budget and it is only any marginal net increases that can be achieved on this figure that would help the County Council close the predicted budget gap. In terms of scale

therefore, whilst income generation is of a significant value, against a savings target of £80m it does not represent a significant proportion of the County Council's budget.

- 2.4 The range of income generating activities that the County Council can enter into is also very different to that of district councils who are able to introduce smaller scale but localised services that may generate a net return. Some examples of areas that have been introduced include:
- Car washing services in council owned car parks.
 - Garden waste collection.
 - Cleaning services.
 - Gardening services.
- 2.5 In these instances, it is important to remember that the net marginal return against the costs of providing the services tends to be fairly small. Therefore, a significant volume of activity needs to be undertaken to generate anything that will have a material impact in budgetary terms, given the size and scale of the County Council and the scope for the sorts of areas highlighted above is limited. On top of this of course, there is also the potential for the venture to be loss making, given that some ventures are not necessarily in areas where the councils have the right expertise.
- 2.6 The County Council has quite rightly concentrated on areas where it already has experience in providing the services and has built commercial models around these that also improve and enhance the user experience at the same time.
- 2.7 An excellent example of this is the programme around our country parks, where capital investment is being used to improve facilities and options for users and new income generation strategies are being put in place around catering, activities and car parking with the aim of making the country parks financially self sufficient over the longer term.
- 2.8 This approach builds upon our existing service base, is more aligned to the types of services the County Council provides and better reflects the scale at which we work, rather than choosing new or more speculative ventures to launch into.

3. Investing Money or Using Assets to Generate a Return

- 3.1 The County Council holds reserves for a number of purposes which are explained in more detail in the Reserves Strategy in Appendix 11. The level of the reserves, together with the normal cash flow patterns throughout the year mean that there are significant opportunities for investing surplus cash to make a financial return.
- 3.2 However, it is important to note that the nature of these investments is very different to those that are undertaken on behalf of the Pension Fund which are very long term investments that focus on return as one of the primary objectives, with a value in excess of £7bn. For shorter term cash balances, the County Council follows Chartered Institute for Public Finance (CIPFA) and Ministry of Housing, Communities and Local Government's (MHCLG) guidance, which emphasises prudence and specifies the priorities for investment decisions (in order of importance) as security, liquidity and finally yield.

- 3.3 The County Council is faced with a historically low interest rate environment. Following the UK's referendum decision in June 2016 to leave the European Union (EU) the Bank of England cut interest rates to 0.25%. Since then rates have increased slightly to 0.75%. Whilst the current uncertainty around the EU exit could change the position longer term, the view is that the current low interest rate environment will continue for some time to come. Since a large proportion of the surplus cash balances are invested in short term deposits, low interest rates reduce the income the County Council earns on its investments and may worsen the County Council's overall budget position.
- 3.4 As part of the 2014/15 strategy the County Council decided to earmark £90m of its cash balances for investments appropriately targeting a higher yield. This was in addition to the £15m of long term investments that had been made for the Street Lighting Private Finance Initiative (PFI) scheme. The County Council has now agreed to increase this amount to £235m.
- 3.5 Higher yields can be accessed through investments in assets other than cash, such as equities, bonds and property. The County Council has made investments in property, equities and government bonds, as well as long term investments with other Local Authorities as shown in the following table which also provides an analysis of the remaining portfolio to highlight the differences in return:

	31/03/18 Balance £m	31/03/19 Balance £m	31/03/19 Balance %
Local Authorities Fixed Deposits	20.0	20.0	3.96
Local Authorities Fixed Bonds	10.0	10.0	4.20
Registered Providers	5.0	0.0	
Pooled Property Funds	55.0	67.0	4.35
Pooled Equity Funds	40.0	52.0	5.78
Pooled Multi-Asset Funds	20.0	42.0	5.38
Long term Investments – High Yielding Strategy	150.0	191.0	4.92
Banks and Building Societies - Secured	11.7	30.4	0.93
Banks and Building Societies - Unsecured	55.0	15.0	1.34
Money Market Funds	25.7	55.3	0.79
Local Authorities	160.5	124.5	1.12
Registered Provider	20.0	5.0	3.40
Cash Plus Funds		10.0	1.50
Short Term Investments	272.9	240.2	1.10
Banks and Building Societies - Secured	78.3	73.3	1.31
Local Authorities	61.0	78.0	1.36
Long Term Investments	139.3	151.3	1.33
Total Investments	562.2	582.5	2.41

- 3.6 The returns shown are those reported for the Treasury Management activity undertaken in 2018/19 and show the 2017/18 portfolio for comparison. Half year results are also included in Appendix 2 of this report and show a similar profile of investment returns.
- 3.7 The County Council is targeting a return of around 4% from higher yielding investments, which is significantly above any short or long term cash investments as highlighted in the above table. It is important to note that the £191m of higher yielding investments is helping to increase the County Council's overall average investment return, which is providing £9.4m to its income based on average balances in the year. Once the full allocation of £235m is drawn down, this could add a further £2.1m of income to the higher yielding investments.
- 3.8 However, this type of investment would not be appropriate for the County Council's total balances as there are a number of different risks which must be carefully managed:
- Loss of capital – Unlike cash investments other asset classes have a variable value determined by market conditions, therefore there is a risk that the capital value of the investment may be less than the amount originally invested.
 - Illiquidity – Most investment vehicles for non-cash assets offer more limited liquidity, from between one and six months. In addition to mitigate the risk of a loss of capital these investments must not be seen as source of liquidity to avoid crystalizing a loss.
 - Entry and exit fees – There may be a bid / offer spread for buying and selling non-cash investments which is a means for the investment vehicles to pass on their transaction costs (in particular stamp duty which is significant for property) to new or exiting investors.
 - Volatility in returns – But returns can be expected to be much higher than cash investments over at least the medium term.
- 3.9 The principle mitigation for all of these risks is ensuring that investments in non-cash assets are held as long-term investments. This will enable the initial costs of any investment and any periods of falling capital values to be overcome. In order to be managed as long-term investments the amounts invested need to be taken from the County Council's most stable cash balances. Therefore, the allocation of £235m has been proposed as half of the Council's forecast future minimum balance.
- 3.10 The selection of investments to target higher yields is carefully managed with the assistance of Arlingclose, the County Council's treasury management advisor, who recommend that the County Council diversifies its investments targeting a higher return between asset classes. This is in order to mitigate the loss of capital value, so that there is no over exposure to an event that impacts the value of investments in a particular asset class, such as a fall in property prices.

Direct or pooled investments

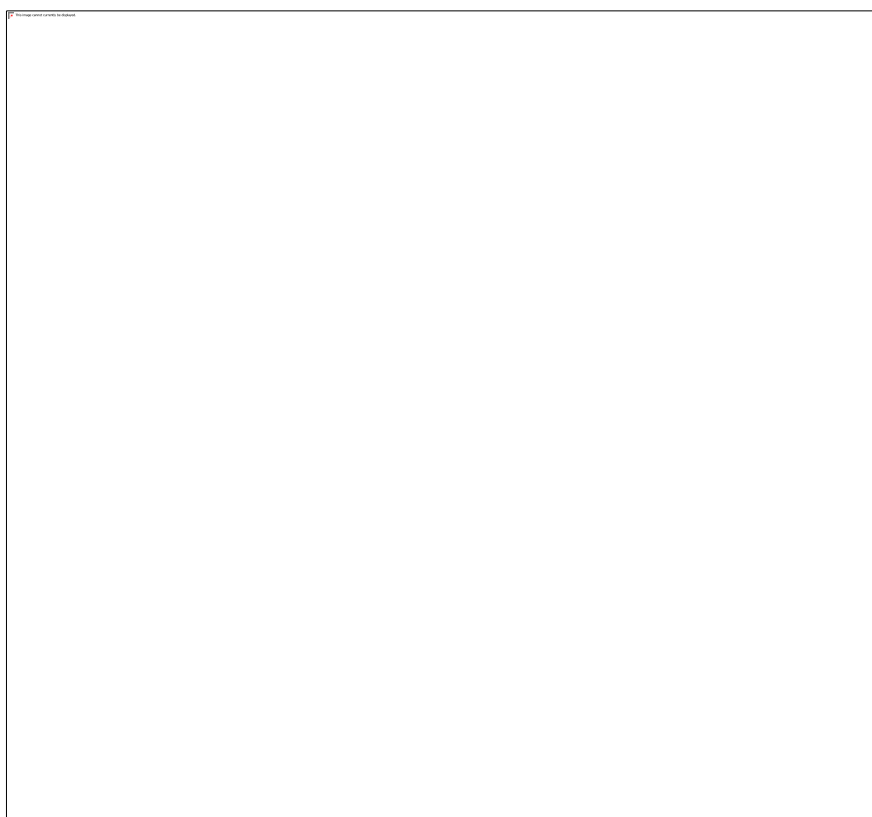
- 3.11 The County Council utilises pooled investment vehicles as the most appropriate means to access asset classes such as property or equities. Pooled funds are managed by external specialist investment managers who are best placed to

select the particular investments and then manage them, for example for property investments managing the relationship with tenants and maintenance of the building.

- 3.12 The County Council could build its own direct portfolios of these investments, such as property, as the Pension Fund has, however its total allocation of £235m for a diversified portfolio would not enable this to be done efficiently and effectively with the appropriate risk mitigation. The Pension Fund's property investment manager, CBRE, advises that the appropriate size of a direct property portfolio would be at least £400m to £500m and the current pension fund allocation for property investment is £760m. This is to ensure that there a sufficient number of properties to minimise the relative size of any one in the portfolio and achieve a spread across both geographical regions and industry sectors. As an example, the following charts compares the Pension Fund's property portfolio with one of the pooled funds that the County Council has invested in.

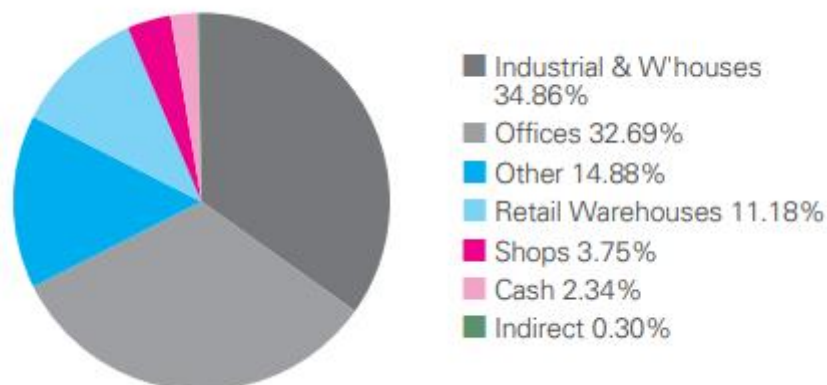
Comparison of Property Funds

Pension Fund Direct Portfolio – Portfolio size: £531m and number of properties: 56 (at 30 June 2019)



The dark green bars are Hampshire's portfolio compared to the benchmark.

Pooled Property Fund – Portfolio size: £1.178bn and number of properties: 75 (at 30 June 2019)



- 3.13 The County Council could attempt to build a sub-scale direct portfolio, but this would add significant risk to the Council which would not align with its investment objectives. Without sufficient diversification the County Council would be exposed to too great an impact from a single property it had invested in. Through its experience with the Pension Fund the County Council has seen a property fall vacant at an inopportune time and remain vacant for a significant period of time. This risk can be mitigated in a large diversified portfolio, such as the Pension Fund's, but this is beyond the reach of the County Council, the majority of whose balances are not available for this sort of investment.
- 3.14 Recent local examples would also suggest that as a pure investment opportunity the returns are limited. Southampton City Council have recently invested £65m to earn a £1m or 1.54% net return. Whilst this might be part of a wider programme either for economic development or future major development opportunities, the reality is that had they invested £65m into a pooled property fund, they could have earned over £2.5m per annum based on the 3.85% earned last year.
- 3.15 At a national level there is much press coverage about the property investment 'bubble' being created by local government on the back of cheap borrowing from the Government and the financial risks that this poses. The Government stopped short of limiting this type of activity but have issued guidance around the need for appropriate analysis, assessment and scrutiny before investment decisions are made. The County Council's approach of investing in pooled property funds is already providing significantly higher returns (4.35% last year) without the need to prudentially borrow, without the risk of owning individual properties itself and with the security of a much larger and diverse portfolio than could be achieved on its own, even with our scale of investments.

Utilising Property Assets

- 3.16 The County Council is utilising its own property to make a return. In areas where we already own buildings we are working with partners to utilise this space more

effectively from a joint service provision point of view and at the same time making a return on the space we have provided.

- 3.17 CCG Partners were already sharing space with the Adults' Health and Care Department and this is due to be expanded with the cross Hampshire joint CCG working arrangements moving into Castle Avenue and taking up to 73 desks plus dedicated meeting room space.
- 3.18 Further work is being undertaken to maximise the usage of space in existing buildings with a view to potentially offering whole buildings, such as Athelstan House on the commercial market for lease. Once again this is the County Council using its existing assets to generate income with minimal risk, compared to buying up property using prudential borrowing purely to try to make a financial return.
- 3.19 In addition to property rationalisation, the County Council is also making more efficient use of its existing office space as part of the expansion of its shared service arrangements. Changes to technology introduced through the Enabling Productivity Programme together with more flexible working arrangements have enabled an additional 130 staff to be employed and accommodated within E11 South and East as part of the onboarding of the three London Boroughs and Hampshire Pension Services taking over the pension administration for West Sussex County Council.

4. Expanding Traded Services to Other Organisations

- 4.1 The County Council has an established record of traded services, predominantly with schools and other public sector partners. These include local partners such as Hampshire Constabulary and the Fire and Rescue Service, and out of county organisations such as Oxfordshire County Council. External trading is conducted through a range of different arrangements, from direct trading with business units to subscription models, Service Level Agreements and joint working partnerships.
- 4.2 Trading already makes a significant contribution to the County Council's finances. Income from external trading supports service budgets as well as enabling them to make departmental contributions. Analysis of traded services assessed that the 42 trading areas with the highest income were generating combined revenue of around £135m.
- 4.3 In net terms, this level of trading activity makes a contribution of over 10% each year to the cost of direct and indirect overheads, many of which would still be incurred even if the trading activity did not take place. At the end of 2018/19 total departmental trading reserves stood at £9.2m, representing 2.1% of the Council's total earmarked revenue reserves.
- 4.4 It is important, however, that we distinguish between the income generated through trading activity, which is noteworthy, and the surplus that activity generates, which is considerably smaller. Indeed, the benefits the County Council obtains from external trading are largely non-financial. Trading enables us to maintain capacity and capability within the workforce; helping us to attract and retain high calibre staff. This shores up the quality of our service provision to Hampshire residents and at the same time, enables us to make a contribution towards our organisational overheads.

4.5 Trading also delivers a number of wider benefits within Hampshire. Providing local employment through trading is an economic benefit to the County. The role our services play in moderating the external market and in ensuring that public value is a core principle in service delivery (as opposed to purely profit driven private sector provision) brings quality to the areas in which we trade, providing positive reputational benefits through the value we add.

4.6 The County Council's scale and its ability to maintain capacity across a wide range of services during this period of austerity has also opened up new opportunities as other organisations have divested themselves of their technical, professional or back office expertise. Over the last ten years the County Council has:

- Expanded its Property Services function, entering into a partnership with Reading Borough Council and undertaking work on behalf of the Isle of Wight Council and the Education Skills and Funding Agency.
- Created a shared services partnership with Hampshire Constabulary and Hampshire Fire and Rescue Authority which now provides services to Oxfordshire County Council and 3 London Borough.
- Developed its Pension Services model to provide administrative services across a number of partners operating very different pension schemes and has recently taken on the administration for West Sussex County Council LGPS and Firefighter schemes.
- Provided high quality support and interventions to the Isle of Wight, Torbay, Buckinghamshire and now West Sussex Councils in the area of children's safeguarding.
- Successfully run 'pure' trading ventures in the areas of County Supplies, Catering Services and Transport Management that have a combined turnover of nearly £60m.
- Increased income and services offered in specialist areas such as scientific services and trading standards.
- Maintained significant levels of services to our schools across a wide range of functions such as HR, Finance, IT, school improvement, governor and music services.
- Utilised its capacity, expertise and skills in professional and technical areas to offer services such engineering consultancy, strategic transport and travel planning.

4.7 The Tt2021 Programme builds on the trading activities that we already undertake and with which we are familiar, with a view to reducing the net cost of these services, albeit that there is a loss of capacity available to support the activities of the County Council. However, what is clear is that trading does not in itself represent a solution to the budget gap that we face. Even at a return rate of around 10% (which by any commercial standard would be an exceptionally ambitious and therefore unreliable projected profit margin) it would require additional turnover of £800m to meet the £80m target required to balance the budget by 2021/22, which is nearly six times the level of trading activity that we currently undertake.

5. **Developing Joint Ventures That Yield Additional Income or Generate a Return.**

- 5.1 There are a number of opportunities that the County Council can pursue either through its land holdings or through the relationship it has with partners or contractors for looking at new and innovative ways of generating a financial return.
- 5.2 To date the County Council has been helpful in responding to Borough Council Local Planning Authority requests for the potential use of its public land holdings for potential residential development. In the current round of Hampshire Local Plans through to around 2029, approximately 6,000 new homes have been or are expected to be allocated and delivered on County Council land. Currently, this equates to around 7% of all new private and affordable housing in Hampshire for this period. In addition, this will continue the stream of substantial capital receipts the County Council has benefitted from over recent decades to enable it to reinvest in existing services and ongoing transformation initiatives.
- 5.3 However, in addition, an alternative avenue that the County Council is currently actively pursuing is to become even more active and influential in the market of delivering homes across the county on some of its key sites. This will have the benefit of not only giving greater influence and certainty in the types and rates of homes, neighbourhoods and infrastructure and facilities being developed on its land but also the potential for greater certainty in the programming of development and receipts through economic cycles. Furthermore, it will also offer the County Council the advantage of considering whether it wishes to benefit from capital or revenue receipts from development and residential assets or combinations of the two depending on individual sites and its own circumstances. The largest site is Manydown in Basingstoke, which is outlined in more detail in the paragraphs below.

Manydown, Western Basingstoke.

- 5.4 In the case of Manydown, in May 2016 the County Council, along with joint landowner Basingstoke and Deane, secured the allocation of the initial Manydown Phase 1 development for 3,200 homes to be provided in the period up to 2029. Following public consultation that has enabled the finalisation of a development masterplan, planning approval is now being sought to take the site forward.
- 5.5 In addition, following the consideration of alternative methods of delivery, control, risk and finance via the Manydown Business Plan, the Executive Member for Policy and Resources (EMPR) has approved a Private Sector Master Developer Joint Venture approach. This enables the procurement of a major Private Sector Partner (PSP) who will work with both landowners as co-developers of Manydown. Following an extensive procurement process, final contract terms are about to be signed with Urban and Civic (U&C) and their funding partner the Wellcome Trust that will see the final pieces of the joint venture put in place.
- 5.6 A joint company has already been set up by the two councils, the Manydown Garden Communities LLP (MGC), which will in turn enter into a 50/50% Limited

Liability Partnership Development Company ('Dev Co.') with U&C. 'Dev Co.' will bring together the land, staff expertise and capital investment of the two authorities with the Master Developer expertise and finance of the PSP to enable the commencement of homes and infrastructure on site in 2020/21. In addition, this arrangement will also look to attract appropriate government and Enterprise M3 (EM3) LEP infrastructure grant funding and planning obligation funding into the development.

- 5.7 As part of the above, the County Council will actively participate in the provision of private housing for sale or rent and also affordable house building for sale and rent within its 'Dev Co.' role. As a result of this, it will be in a position to decide if it wishes to receive either capital or revenue benefits from its involvement. In addition, this model, without the involvement of Basingstoke and Deane, might be further considered for its wider Strategic Land Programme across the county.
- 5.8 In addition to 'Dev Co.', a further arrangement would be put in place by the two landowning authorities to hold any retained private or affordable homes for rent which at this stage is termed 'Invest Co.'. This could also be used to retain and hold potential commercial assets that also were being held for the purposes of revenue income. In turn, 'Invest Co.' would be supported by another creation of the two authorities, 'Manage Co.' This would provide the day to day running, management and maintenance etc of any retained assets. Both 'Invest Co.' and 'Manage Co.' would be able to utilise the existing officer and consultant partner skills and expertise that the two authorities already make use of in their day to day business as usual.

Relationships with Contractors and Partners

- 5.9 Another area that the County Council can look to exploit is the relationships it has with its partners and contractors. There is already a long standing relationship with our waste disposal contractors Veolia that includes innovative ways of generating income for both parties. The long term contract allows the use of surplus capacity at our waste facilities for commercial purposes for which the County Council receives an income share.
- 5.10 Similarly, provisions are in place for working with our new highways maintenance contractor Skanska to develop joint ventures linked to the existing contract that will yield additional income for both parties.

Joint Ventures with other Councils

- 5.11 At the beginning of this financial year, the County Council entered into a joint venture with Commercial Services Kent (CSK - owned by Kent County Council) to set up an arms length trading company that will supply agency staff to the County Council (in the same that CSK already provide agency staff to Kent County Council). Not only will this arrangement save money compared to other private agencies, it will also have a focus on quality, ensuring that agency workers who are rejected by the County Council in one service area cannot end up being employed elsewhere through another route.
- 5.12 The company (Connect 2 Hampshire) will take some time to bed in, but by utilising the existing expertise, knowledge and legal arrangements for Commercial Services Kent, the new company was formed and operating in a much shorter timescale than would otherwise have been the case.

6. Commercialisation in Local Government – Conclusions

- 6.1 This section has demonstrated that by building on its existing strengths, at the same time as looking for innovative (but low risk and sustainable) options for investment and utilisation of assets, the County Council has radically shifted its approach to income generation and the pursuit of commercial opportunities during the period of austerity.
- 6.2 The success of the County Council's approach now means that we:
- Will be generating fees and charges income of more than £105m by 2021/22.
 - Will increase gross trading services as part of Tt2021 to around £155m.
 - Have increased investment returns on cash balances from £3.5m per annum in 2011/12 to £12.6m last year.
 - Will start to generate longer term savings through property development and joint ventures with partners that will contribute to future savings programmes.
- 6.3 Total commercial based activity will contribute approaching £140m net to supporting the County Council's bottom line and to helping maintain high quality services, staff capacity and the retention of skills and technical expertise.
- 6.4 This has all been achieved through the pursuit of a range of initiatives targeting increased income generation but without over exposing the Council to excessive risk or considering radical changes that take the County Council into areas that are not its core business or indeed pursuing more niche opportunities that simply do not offer with any confidence anything like the scale of income to merit the effort and upfront investment.
- 6.5 While the organisation should and will continue to explore all further opportunities to extend these net incomes and identify new ones, it would be a grave error to reduce our planned savings for Tt2021 on the back of over ambitious or unsustainable income targets that would build significant risk into future financial plans.

This page is intentionally left blank

Reserves Strategy

1. Introduction

- 1.1 The level and use of local authority reserves has been a regular media topic over a number of years, often fueled by comments from the Government that these reserves should be used to significantly lessen the impact of the measures to reduce the deficit that have seen a greater impact on local government than any other sector.
- 1.2 The County Council has continually explained that reserves are kept for many different purposes and that simply trying to bridge the requirement for long term recurring savings through the use of reserves only serves to use up those reserves very quickly (meaning that they are not available for any other purposes), and merely delays the point at which the recurring savings are required.
- 1.3 Six out of ten respondents (61%) to the County Council's public consultation called *Serving Hampshire – Balancing the Budget*, which ran for six weeks from 5 June to the 17 July 2019, agreed with the position that reserves should not be used to plug the budget gap.
- 1.4 At the end of the 2018/19 financial year the total reserves held by the County Council together with the general fund balance stand at more than £669.5m an increase of almost £23.8m on the previous year. The increase in reserves is largely due to capital grants unapplied i.e. received in advance of spend, for both the County Council and the Enterprise M3 Local Enterprise Partnership (EM3 LEP), with the latter being part of a deliberate strategy to ensure that major projects are approved based on the outcomes they will deliver rather than the speed at which funding provided by the Government can be spent.
- 1.5 In line with the Medium Term Financial Strategy (MTFS), it also reflects the continued strategy of achieving savings early and then using those savings to fund the next phase of savings delivery. However, this increase in reserves was offset in part by a planned draw from the Grant Equalisation Reserve (GER), now repositioned as the Budget Bridging Reserve (BBR), to enable the County Council to continue its financial strategy, and to allow delivery of the more complex changes to be achieved safely within the Transformation to 2019 (Tt2019) Programme over a longer time period.
- 1.6 This Appendix sets out in more detail what those reserves are for and outlines the strategy that the County Council has adopted.

2. Reserves Position 31 March 2019

- 2.1 Current earmarked reserves together with the General Fund Balance totalled £669.5m at the end of the 2018/19 financial year. The table overleaf summarises by purpose the total level of reserves and balances that the County Council holds and compares this to the position reported at the end of 2017/18.
- 2.2 The narrative beneath the table explains in more detail the purpose for which the reserves are held and in particular why the majority of these reserves cannot be used for other reasons.

	Balance 31/03/2017 £'000	Balance 31/03/2018 £'000	% of Total %
General Fund Balance	22,398	21,398	3.2
<u>Fully Committed to Existing Spend Programmes</u>			
Revenue Grants Unapplied	21,541	14,251	2.1
General Capital Reserve	139,645	120,428	18.0
Street Lighting Reserve	26,491	27,006	4.1
Public Health Reserve	7,837	7,535	1.1
Other Reserves	1,057	937	0.1
	196,571	170,157	25.4
<u>Departmental / Trading Reserves</u>			
Trading Accounts	10,970	9,218	1.4
Departmental Cost of Change Reserve	88,690	118,895	17.7
	99,660	128,113	19.1
<u>Risk Reserves</u>			
Insurance Reserve	25,571	35,860	5.4
Investment Risk Reserve	2,000	2,957	0.4
	27,571	38,817	5.8
<u>Corporate Reserves</u>			
Budget Bridging Reserve	74,870	65,001	9.7
Invest to Save	32,109	29,201	4.4
Corporate Policy Reserve	5,889	6,397	1.0
Organisational Change Reserve	2,785	3,626	0.5
	115,653	104,225	15.6
<u>HCC Earmarked Reserves</u>			
	439,455	441,312	65.9
EM3 LEP Reserve	4,443	4,657	0.7
Schools' Reserves	37,252	26,868	4.0
Total Revenue Reserves & Balances	503,548	494,235	73.8
Total Capital Reserves & Balances	142,069	175,228	26.2
Total Reserves and Balances	645,617	669,463	100.0

General Fund Balance

- 2.3 The General Fund Balance is the only reserve that is in effect not earmarked for a specific purpose. It is set at a level recommended by the Chief Financial Officer (CFO) at around 2.5% of the net budget requirement and it represents a

working balance of resources that could be used at very short notice in the event of a major financial issue.

- 2.4 The current balance stands at £21.4m which was 2.8% of net expenditure at the beginning of 2019/20; as projected in the budget setting report approved in February 2019, which is broadly in line with the current policy. This balance reflects a planned one off draw of £1m in 2018/19 following a review of the level of general fund balances as part of the wider strategy to manage the budget in the medium term whilst the Transformation to 2019 (Tt2019) Programme is implemented.

Fully Committed to Existing Spend Programmes

- 2.5 By far the biggest proportion of revenue reserves are those that are fully committed to existing spend programmes and more than £120.4m of this funding is required to meet commitments in the Capital Programme. These reserves really represent the extent to which resources, in the form of government grants or revenue contributions to capital, are received or generated in advance of the actual spend on the project.
- 2.6 These reserves increased significantly in recent years following a change to International Financial Reporting Standards which required unapplied government grants to be shown as earmarked reserves and due to the fact that significant revenue contributions were made to fund future capital investment using the surplus funds generated from the early achievement in savings (a deliberate strategy that is explained in more detail later in this Appendix).
- 2.7 Specifically, the Street Lighting Reserve represents the anticipated surplus generated by the financial model for this Public Finance Initiative scheme that is invested up front and then applied to the contract payments in future years, and the Public Health reserve represents the balance of the ring-fenced government grant carried forward for future public health expenditure.
- 2.8 These reserves do not therefore represent 'spare' resources in any way and are being utilised as planned in the coming years, as evidenced by the net draw of more than £26.4m in 2018/19.

Departmental / Trading Reserves

- 2.9 Trading services within the County Council operate as semi-commercial organisations and as such they do not receive specific support from the County Council in respect of capital investment or annual pressures arising from spending or income fluctuations.
- 2.10 Given this position, any surpluses generated by the trading services are earmarked for their use to apply for example to equipment renewal, service expansion, service improvement, innovation and marketing. They are also used to smooth cash flows between years if deficits are made due to the loss of the customer base and to provide the time and flexibility to generate new revenues to balance the bottom line in future years.
- 2.11 Departmental reserves are generated through under spends in annual revenue expenditure and Council policy was changed in 2010 to allow departments to retain all of their under spends in order to provide resources to:

- Meet potential over spends / pressures in future years without the need to call on corporate resources.
 - Manage cash flow funding issues between years where specific projects may have been started but not fully completed within one financial year.
 - Meet the cost of significant change programmes.
 - Meet the cost of standard redundancy and pension payments arising from the down sizing of the work force.
 - Invest in new technology and other service improvements, for example the IT enabling activity associated with the Tt2019 and Transformation to 2021 (Tt2021) Programmes.
 - Undertake capital repairs or improvements to assets that are not funded through the existing Capital Programme where this is essential to maintain service provision or maximise income generation.
- 2.12 Utilising reserves in this way and allowing departments and trading areas to retain under spends or surpluses, encourages prudent financial management as managers are able to ensure that money can be re-invested in service provision without the need to look to the corporate centre to provide funding. This fosters robust financial management across the County Council and is evidenced by the strong financial position that the County Council has maintained to date.
- 2.13 All departments will be utilising their reserves to fund the activity to deliver the Tt2019 and Tt2021 Programmes and to fully cash flow the later delivery of savings if needed. The exceptions to this are Children's Services and Adults' Health and Care who will require some additional corporate support based on the current forecast of savings delivery across the transformation programmes, provision for which has made within the MTFS.

Risk Reserves

- 2.14 The Council holds specific reserves to mitigate risks that it faces. The County Council self insures against certain types of risks and the level of the Insurance Reserve is based on an independent valuation of past claims experience and the level and nature of current outstanding claims.
- 2.15 Each year the County Council sets aside an insurance provision to meet claims resulting from incidents that have occurred during the year, along with reserves to cover potential claims arising from incidents in that year but where the claims are received in the future.
- 2.16 Regular actuarial reviews on the overall insurance fund have provided assurance that the County Council has been setting aside appropriate levels of funding against future liabilities to date. However, the conclusions of the most recent review were that there was a need to adopt a long term approach to increasing that fund going forward and the intention was to regularly review the Insurance Reserve and to make year end contributions that move the County Council towards the level outlined in the latest actuarial assessment.
- 2.17 To begin this, last year £6.25m was added to the Insurance Reserve resulting in a net increase of £5m after the provision for 2017/18 totalling £1.25m was set aside. This year the provision has reduced and there has been a net increase in

the reserve of almost £10.3m. In light of this, and the fact that an actuarial review has been commissioned, the results of which will be available later in the year, no further additions to the Insurance Reserve were made in 2018/19.

- 2.18 The Investment Risk Reserve was established in 2014/15 to mitigate the slight additional risk associated with the revised approved investment strategy as a prudent response to targeting investments with higher returns.

Corporate Reserves

- 2.19 The above paragraphs have explained that most reserves are set aside for specific purposes and are not available in general terms to support the revenue budget or for other purposes.
- 2.20 This leaves other available earmarked reserves that are under the control of the County Council and totalled more than £104.2m at the end of last financial year. Whilst it is true to say that these reserves could be used to mitigate the loss of government grant, the County Council has decided to take a more sophisticated long term approach to the use of these reserves, that brings many different benefits both directly and indirectly to the County Council and the residents of Hampshire. These reserves are broken down into four main areas:
- 2.21 **Budget Bridging Reserve (BBR)** – This reserve, previously named the Grant Equalisation Reserve (GER), was set up many years ago to deal with changes in government grant that often came about due to changes in distribution methodology that had an adverse impact on Hampshire compared to other parts of the country.
- 2.22 In 2010/11, the County Council recognised that significant reductions in local government spending were expected and built in contributions as part of the MTFS over the Comprehensive Spending Review (CSR) 2010 period from the GER to smooth the impact of the grant reductions.
- 2.23 It has become clear that the period of tight financial control will continue into the next decade but alongside this it is proposed that the GER is renamed to reflect the new financial landscape which sees the County Council receiving no Revenue Support Grant (RSG) from central government and to highlight its use to provide resources to bridge the interim year; allowing a two year cycle of delivering savings.
- 2.24 The proposal is to reposition the reserve as the ‘Budget Bridging Reserve’ (BBR) and the County Council continues to take every opportunity to increase the reserve to be able to continue the sensible policy of smoothing the impact of funding reductions and service and inflationary pressures without the need to make ‘knee jerk’ reactions to deliver a balanced budget
- 2.25 The net impact of the changes in the revenue account during 2018/19 mean that the BBR stands at just over £65m, which is in line with the financial strategy of supporting the revenue position as savings are developed and delivered on a two year cycle; or longer where appropriate. Provision is being made for a draw in 2020/21 in order to give the County Council the time and capacity to implement the Tt2021 Programme and to cash flow the safe delivery of change.

- 2.26 Building the provision within the BBR will support the revenue position in future years, as set out in the MTFs, in order to give the County Council the time and capacity to implement the next phase of transformation to take us to 2021/22.
- 2.27 It has been agreed that where possible, the County Council will continue to direct spare one-off funding into the BBR to maintain what is part of a successful strategy which has served it very well to date. Consequently, as part of budget setting in February, a number of additions totalling £29.9m were approved (over 2018/19 and 2019/20) to begin to make provision for the period beyond 2020 to support the two year savings cycle and to provide cash flow support to the Tt2021 Programme.
- 2.28 The table below summarises the forecast position for the BBR taking into account the requirement to balance the budget in 2020/21 and to provide corporate funding to cash flow the next stage of transformation:

	£'000
Balance at 31/03/2018	74,870
2018/19 Original Draw Planned	(26,435)
Additions Approved February 2019	15,100
Addition Outturn 2018/19	1,466
Balance at 31/03/2019	65,001
Additions Approved February 2019	14,811
Further Budgeted Additions:	
MRP "Holiday"	21,000
Planned use:	
Cash Flow Tt2019	(40,000)
Cash Flow Tt2021	(32,000)
Interim Year 2020/21	(28,400)
Unallocated Balance	412

- 2.29 This will largely deplete the BBR and as we move towards 2022/23 there is currently a forecast overall shortfall of approaching £39.8m. Therefore, where possible, the County Council must continue to direct spare one-off funding into the reserve as part of its overall longer term risk mitigation strategy.
- 2.30 **Invest to Save** – This reserve is earmarked to provide funding to help transform services to make further revenue savings in the future. Rather than just prop up the budget on a short term basis, the County Council feels it is a far more sensible policy to use available reserves to generate efficiencies and improve services over the longer term, by re-designing services and investing in technology and other solutions that make services more modern and efficient.
- 2.31 **Corporate Policy Reserve** – This small reserve is available to fund new budget initiatives that are agreed as part of the overall budget. It offers the opportunity to introduce specific service initiatives that might not have otherwise gained funding and are designed to have a high impact on service users or locations where they are applied.

- 2.32 **Organisational Change Reserve** – The County Council is one of the largest employers in Hampshire and inevitably reductions in government funding, leading to reduced budgets, alongside the need to deal with service and inflationary pressures means that there is an impact on the numbers of staff employed in the future.
- 2.33 The County Council, as a good employer, has attempted to manage the reduction in staff numbers as sensitively and openly as possible and introduced an enhanced voluntary redundancy scheme back in 2011. The scheme offered an enhanced redundancy rate for people who elected to take voluntary redundancy. This has been a highly successful way of managing the reductions in staff numbers, whilst maintaining morale within the rest of the workforce who are not required to go through the stress and uncertainty of facing compulsory redundancy and since the scheme was introduced, voluntary redundancies account for the vast majority of the total number of staff that have left the organisation because of specific restructures and service re-design.
- 2.34 A scheme is in place, albeit adapted since first introduced, to enable the continued reduction and transformation of the workforce required to deliver the significant savings needed in the medium term with the aim of minimising compulsory redundancies.
- 2.35 Departments are still responsible for meeting the ‘standard’ element of any redundancy package, but the Organisational Change Reserve was put in place to meet the ‘enhanced’ element of the payment. The reserve has been reviewed in the context of the new scheme and the requirement for future organisational change and this will be revisited periodically in line with the implementation of the Authority’s change programmes and the consequent requirement for future organisational change.
- 2.36 This reserve also funds aspects of management development approved under the Workforce Development Strategy to support a range of middle and senior management developmental work which has been critical to the delivery of transformation and has also been a key factor in HCC’s ability to recruit and retain the best senior staff.
- 2.37 It should be highlighted that the total ‘Corporate Reserves’ outlined above account for approximately 15.6% of the total reserves and balances that the County Council holds, and these have largely been set aside as part of a longer term strategy for dealing with the significant financial challenges that have been imposed on the County Council. In addition, the BBR which comprises the majority of these ‘available’ Corporate Reserves, standing at more than £65.0m at the end of 2017/18, is in reality fully committed to balance the budget in the medium term, as set out in paragraph 2.28.
- 2.38 The reserves detailed above represent the total revenue reserves of the County Council and amount to £494.2m as shown in the table on second page of this Appendix. In addition, the County Council is required to show other reserves as part of its accounts which are outlined below.

Enterprise M3 Local Enterprise Partnership (EM3 LEP) Reserve

- 2.39 The County Council is the accountable body for the funding of the EM3 LEP and has therefore included the EM3 LEP's income, expenditure, assets and liabilities, (including reserves) in its accounts. Prior to 2015/16 the County Council did not include transactions relating to the EM3 LEP in its accounts.
- 2.40 The County Council does not control the level or use of the EM3 LEP Reserve.

Schools' Reserves

- 2.41 Schools' reserves account for almost £26.9m or 4.0% of total reserves and balances. Schools are facing increasing financial pressure relating to high needs and early years, both at an individual school level and within the overall schools' budget. This is reflected in the further fall in the value of schools' reserves in 2018/19.
- 2.42 These reserves must be reported as part of the County Council's accounts, but since funds are delegated to schools any surplus is retained by them for future use by the individual school concerned. Similarly, schools are responsible for any deficits in their budgets and they maintain reserves in a similar way to the County Council to smooth fluctuations in cash flow over several years.
- 2.43 The County Council has no control at all over the level or use of schools' reserves.

Capital Reserves

- 2.44 The Capital Grants Unapplied Reserve holds capital grants that have been received in advance of the matched spending being incurred. They are not available for revenue purposes.
- 2.45 A sum of more than £175.2m is held within capital reserves and balances, although of this £39.7m relates to the EM3 LEP which is included in the annual accounts, as the Council is the Accountable Body. EM3 LEP capital grants unapplied have increased as part of a deliberate strategy to ensure that major projects are approved based on the outcomes they will deliver rather than the speed at which funding provided by the Government can be spent.

3. Reserves Strategy

- 3.1 The County Council's approach to reserves has been applauded in the past by the Government and the External Auditors as a sensible, prudent approach as part of a wider MTFS. This has enabled the County Council to make savings and changes in service delivery in a planned and controlled way rather than having to make urgent unplanned decisions in order to reduce expenditure.
- 3.2 This approach is well recognised across local government and a previous article in the Municipal Journal by the Director of Local Government at the Chartered Institute of Public Finance and Accountancy stated

“What reserves do allow authorities to do is to take a more medium term view of savings and expenditure and make decisions that give the best value for money. This is better than having to make unnecessary cost reductions in the

short term because they do not have the money or funding cushion to allow for real transformation in the way they provide services.”

- 3.3 We are in an extended period of tight financial control which will last longer than anyone had previously predicted, and the medium term view highlights a continued need for reserves to smooth the impact of reductions in funding and enable time for the planning and implementation of change to safely deliver savings.
- 3.4 The County Council’s strategy for reserves is well established and operates effectively based on a cyclical pattern as follows:
- Planning ahead of time and implementing efficiencies and changes in advance of need.
 - Generating surplus funds in the early part of transformation programmes.
 - Using these resources to fund investment and transformation in order to achieve the next phase of change.
- 3.5 This cycle has been clearly evident throughout the decade, with surplus funds generated in advance of need as part of budget setting and then supplemented by further resources released in the year. Achievement in advance of need within departments and efficiencies in contingency amounts due to the successful implementation of change has meant that the Council has been able to provide material funding including the following:
- Departmental reserves to pay for the cost of change associated with their own transformation programmes and to manage service pressures.
 - Funding within the Invest to Save Reserve to help support the Tt2019 Programme and Digital 2 that will underpin many aspects of the next phase of transformation.
 - Additional funds to help smooth the impact of grant reductions, and safely manage the implementation of change, giving the County Council maximum flexibility in future budget setting processes.
- 3.6 It is recognised that each successive change programme is becoming harder to deliver and the challenges associated with the Tt2019 and Tt2021 Programmes are well known. The MTFs has made clear that delivery will extend beyond two years and provision has been made to ensure one off funding is available both corporately and within departments to enable the programmes to be safely delivered. Taking longer to deliver service changes, rather than being driven to deliver within the two year financial target, requires the careful use of reserves as part of our overall financial strategy to allow the time to deliver and also to provide resources to invest in the transformation of services. This further emphasises the value of our Reserves Strategy.
- 3.7 Beyond 2020 the financial landscape will be significantly different, and the County Council will no doubt face the biggest ever challenge to its overall financial sustainability which will be impacted one way or another by government policy on fair funding, business rate retention, Brexit and the future for adults’ social care and the growing pressure nationally on children’s services.
- 3.8 This increases the potential necessity to use reserves to alleviate the ongoing financial pressures in the coming years and we will continue to review all

reserves on an ongoing basis to ensure that there is sufficient financial capacity to cope with the challenges ahead.

- 3.9 In addition, while the overall level of reserves currently exceeds £0.6bn, it is also important to consider the level of the available resources in the context of the scale and scope of the County Council's operations and it is a stark fact that when expressed in terms of the number of days that usable reserves would sustain the authority for it would be less than 30. This highlights once again that reserves offer no long term solution to the financial challenges we face. Correctly used however, they do provide the time and capacity to properly plan, manage and implement change programmes as the County Council has demonstrated for many years now.

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker	Cabinet
Date:	15 October 2019
Title:	Adults' Health and Care – Year 1 Strategy Progress
Report From:	Director of Adults' Health and Care

Contact name: Graham Allen

Tel: 01962 847200

Email: Graham.allen@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to provide Cabinet with an update on the positive progress made by Adults' Health and Care over the past year (2018/19) in relation to the Department Vision and 5 Year Strategy that was approved by Cabinet in April 2018.

Recommendations

2. That Cabinet:
 - a) Note and endorse the positive progress made by Adults' Health and Care in 2018/19 against the Vision and 5 Year Strategy.
 - b) Acknowledge the key achievement examples included in the 2018/2019 progress section of the report.
 - c) Note the key work that is planned for 2019/20 as outlined in the report, including, but not limited to the Director-led review of HCC Care.

Executive Summary

3. This report headlines the positive progress made by Adults' Health and Care over the past year in relation to the Department Vision and 5 Year Strategy that was approved by Cabinet in April 2018. A robust and comprehensive 2018/19 business plan was prepared, worked to and regularly reviewed to help ensure that strong and immediate progress towards the Vision and Strategy aims was made.
4. The challenging operating context including increasing service demand, complexity, system pressures, workforce availability and the continued squeeze on public finances was clearly acknowledged and influenced the content and narrative in the Strategy documents, four supporting Market Position Statements (MPS) and the annual Business Plan. That said, the

approved Strategy was strong in ambition and included a number of 'where will be in 5 years-time' statements to support what we expect to achieve. In the same vein, the Market Position Statement's (MPS) contained clear and transparent commitments to the different provider groups covering Home Care, Residential and Nursing, Learning Disability and Mental Health services that combined, account for some £250m of annual commissioned spend.

5. The Strategy built upon the strengths-based direction of travel that had been adopted over the previous two to three years to increase independence and help to reduce cost. It also incorporated a stronger than ever focus on prevention and demand, recognising that over the medium-term, paid for services would only be able to be directed to the most vulnerable adults in our communities. The third and final key pillar of the strategy focused on bed-based and home-based accommodation. Targeted investment in both areas will maintain and/or improve the quality of available and appropriate provision and importantly reduce exposure to future revenue pressures.
6. Positively, strong progress has been made in all of the key business areas for the Department across 2018/19. The Corporate Management Team have been regularly apprised of the improvement made in terms of delayed transfers of care (DToC), but individual and service performance highlights go far and wide leading to a strong sense (albeit just a year in to a 5-year journey) that the Vision and Strategy aims are on course to be delivered on.

Contextual information

7. The main responsibilities of Adult Social Care are set out in three pieces of legislation; the Care Act 2014, the Mental Health Act 1983 and the Mental Capacity Act 2005. As the overarching piece of legislation, the Care Act 2014 extended existing and laid down new responsibilities including:
 - promoting well-being
 - protecting (safeguarding) adults at risk of abuse or neglect
 - preventing the need for care and support
 - promoting integration of care and support with health services
 - providing information and advice
 - promoting diversity and quality in providing services
8. The strategic context that Adults' Health and Care is currently operating in is well trailed. In looking forward, especially the next 4-5 years (and arguably longer) it is expected that the different challenges faced by the Department will increase; an ageing and growing demographic, an increasing number of people with eligible care needs and increasing financial pressures. Against this backdrop and the responsibilities laid down within the Care Act 2014, the different documents that were launched and published last year set a clear direction for staff, for partners and providers and for existing and potential future service users and their families/friends.

9. In terms of the operating environment, demand for advice, help and support continues to increase, partly driven by an ageing population and partly because of the increasing number of children and younger adults with highly complex needs that are surviving into old age. Across the Strategy period, the number of people aged 85-89 is on course to rise by 14% with an even higher (31%) increase in those aged 90 and above; in short, this means close to an additional 2,000 people per year attaining the age of 85. The importance of this growth in the population over 85 is that care needs increase with age. Whilst many of our population continue to enjoy good health and independence, a major source of social care provision is driven by this demographic, in comparison approximately 150 young people with complex needs transition each year from Children's Services to Adult Social Care.
10. We know that the squeeze on public finances is set to continue into the next decade, so we will have less money in real terms to pay for Adult Social Care. Since the Strategy was approved, planning for Transformation to 2021 has been completed and this will require the Department to secure a further £43m of savings. This will follow on and overlap with elements of the Transformation to 2019 programme. Transformation to 2019 requires some £56m to be achieved, with the Department having some £15m to deliver on.
11. The complications of double running of the two transformation programmes when also set alongside higher service demand and complexity levels and market cost increases (that are running ahead of inflation) are combining to significantly impact on the in-year budget position. Further, whilst recently we have benefitted from one-off Government funding sources e.g. the Improved Better Care Fund and monies for winter pressures, the absence of the now significantly delayed Green Paper results in uncertainty and thus makes planning ahead more difficult than it otherwise might be. Therefore, the presence of the strategy and its accompanying supporting documents gives comfort and confidence to the department, our partners and providers to ensure we continue to support our population appropriately and in maintaining the appropriate ambitions and services within such a turbulent environment.
12. Furthermore, higher regulation (emphasis on quality) and the continued tough economic climate continues to impact on the viability of the provider market, especially in the Residential and Nursing sector. The County Council relies heavily on the independent sector across all care groups and commissions some £110m (out of an overall £250m) of paid for care services from the Residential and Nursing sector. In the second half of 2018/19 a number of care businesses in this sector closed culminating in the loss of c150 beds to the system as a whole. This adds to a net loss of some 300 care beds the previous year. In these regards, the strategy to widen the influence of our own in-house service operation continues to look a sound one both as a means of better containing costs, but also to ensure suitable provision exists in specific Hampshire locations at a quality and cost that is sustainable.
13. Whilst price is clearly an issue for providers, they, like us, are also struggling to recruit and retain a skilled workforce in the face of competition from other parts of the economy and from the general availability of labour – the latter, partly a consequence of the continued delays and uncertainty regarding

BREXIT. It is estimated that the overall workforce, which currently stands at approximately 35,000 care staff in Hampshire, needs to increase by as much as 20% over the strategy period due to the increase in the number of older people, higher demand for mental health services and increasing numbers of younger adults with learning and physical disabilities. This is clearly neither affordable or achievable. It therefore places a premium on the success of our preventative work, our service transformation and our modernisation work and on innovation and productivity.

14. Our key public sector partners, particularly the NHS provider organisations and Clinical Commissioning Groups (CCGs) are also facing their own operating pressures and although this is positively bringing different parts of the system closer together e.g. around Delayed Transfers of Care (DToC), the extent of the challenges being faced is a cause for some concern. Targeted integration work is set to be taken forward as a means of reducing duplication, overlap, management structures and cost whilst maintaining service outcomes. Progress with the integration agenda is generally positive, albeit with much work still to be done with the CCGs and the Acute Hospitals to secure beneficial outcomes that are felt by residents and all organisations. The pressure on partners also extends to the Voluntary Sector who are feeling the squeeze on their own finances as sources of income from the NHS and local authorities continue to reduce in overall terms.

The Vision and 5 Year Strategy – A Reminder

15. Our Vision is for Hampshire residents to **live long, healthy and happier lives** with the **maximum possible independence**. The Vision is being achieved by 'encouraging people to stay well', by supporting people to help themselves and by carefully working with people when they need the County Council's help.
16. The Vision is predicated on the well-established strengths-based practice. It places a strong emphasis on prevention (people staying well) and pushes further and harder at our strengths-based work by pointing people, partners, providers and our staff to play to people's strengths in the expectation that increased no cost (or low cost) contributions will come from family, friends and local communities. This is specifically underpinned by the evidence in support of reducing social isolation, encouraging activities and reducing, wherever possible, 'doing for' as this maintains individuals ability to remain independent.
17. The Vision directly responds to the County Council's responsibility to promote well-being, to prevent the need for care and support and to provide information and advice (ahead of providing paid for services). Every piece of credible evidence points to people wanting to be free of state intervention, wanting to remain in their own homes for as long as is practically possible and to staying socially connected (networked). In almost all cases this results in people living happier and more independent lives. Happiness is clearly difficult to measure but we know how important it is and we know that there is a direct correlation between isolation, health regression and then high cost institutionalisation.

18. With an ever-ageing population and worrying increases in mental health issues and social isolation cases, we are working harder and earlier at **improving and maintaining (good) health and independence**. We are benefitting in this regard from having the Public Health function now firmly embedded in the wider work of the Department. Success is key in terms of our ability to stretch our reducing financial resources over a greater number of people who will require our help and support into the future and in creating resilience within our local communities. Our Vision and Strategy is based on us delivering against this challenging, but realisable ambition.

19. Delivery of the Vision means focussing our efforts, time and resources into three key areas as follows:

Prevention (incorporating Demand Management): preventing and/or reducing demand for formal social care services. This includes helping people to remain fit and well, or to maintain their current abilities for longer by making more informed choices.

Independent Living at Home: supporting people with emerging care needs to live independently in their own homes for as long as they can. This is at the heart of our carefully developed Vision for Hampshire residents and will result in people generally living happier and as independently as possible in familiar surroundings, staying connected to family, friends and neighbours.

Accommodation: helping to maintain the independence of people with the greatest needs including commissioning accommodation and directly providing in-house services to maintain or increase the independence of people with the greatest needs. The County Council has a long tradition of facilitating community-based accommodation-based services (reducing institutionalised care levels) and for directly operating our own suite of residential and nursing homes and the Strategy was developed to build on and widen our involvement in different forms of accommodation.

2018/19 Progress

20. As outlined, strong and positive progress has been made across 2018/19 in each of the above areas, which contained fourteen priority objectives and this bodes well for the year ahead (and beyond) as we look to achieve on our stated Strategy ambitions and MPS commitments. The following paragraphs outline a small number of some of the more key performance highlights for the past year serving to demonstrate the scale and breadth of the Department's work covering a myriad of different work areas.

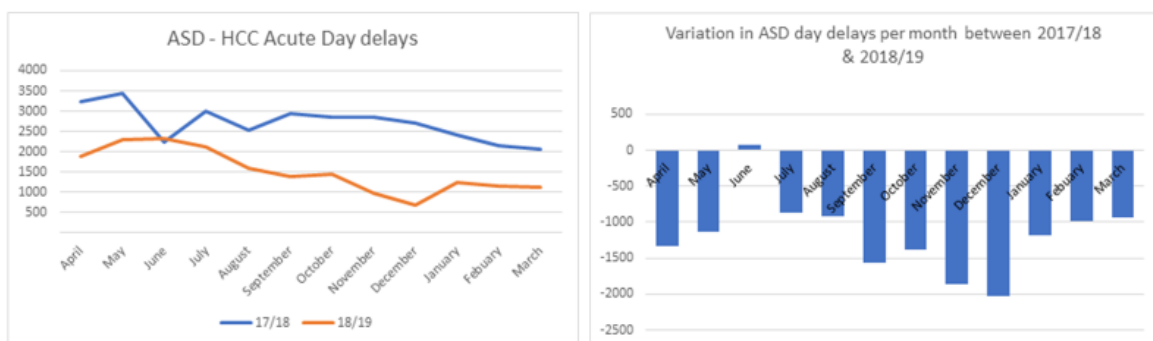
21. The demand management agenda encompasses a number of strands of work. One is the web-based **Connect to Support Hampshire** site that has been developed for professionals and new or existing service users to better connect them to forms of low cost or free support or information and advice that can keep people more independent for longer and thus away from paid for services. Over the past year regular use of the site has increased markedly from some 5,000 hits a month to a high of 31,000 in January. More GP's are using the site as an alternative to prescribing medicine and work is now in train to further improve the effectiveness and user-friendly

nature of the site so that there is a stronger correlation between awareness, site use and reductions in contacts to the Contact, Assessment and Referral Team (**CART**) Service in Fareham. The latter is also key to the Demand Management efforts and agreement to join the Hantsdirect element to CART and a recent rapid improvement project, provide the right foundations for further improvement and thus greater demand containment as we move through and beyond 2019/20.

22. Sustained **DToC improvement** has been regularly reported to the Corporate Management Team during 2018/19. The Department led the arrangements for a Care Quality Commission system-wide review of DToC performance last June and worked with Newton Europe to help inform an improvement action plan that has since been successfully implemented. The graph over page shows the consistency of performance improvement over the past year and all the signs are that this will be maintained and taken further partly as a consequence of enhanced partnership working, particularly in relation to a new discharge pathway model and partly due to an increased level of leadership, capacity and focus in the Department. Importantly, outcomes for people have improved markedly. Less are staying unnecessarily in a hospital setting and within the overall achievements, a focus on improving the discharge rates for people with more complex issues and potential continuing health needs has been a great success.

DToC Performance

Adult Service day delays were **931 days lower** in March 2019 when compared with March 2018 (45% reduction).



- Delays have been significantly lower EVERY month of 2018/19, bar one, compared to the same month in the previous year.

23. A key enabler re the above, but a stand-out achievement in its own right is new framework and payment system arrangements that have supported a significant turn-around in terms of **Care at Home** provision. A major piece of transformational work, involving contributions from across and beyond the Department (notably the Integrated Business Centre (IBC) and Information Technology) has resulted in a service that is now reliable, generally plentiful in supply and administratively straightforward to operate. Waiting lists have radically reduced and are now regularly 30 or lower, i.e. approximately the

number of referrals received in a 24-36 hour period. The new (internally designed and developed) payment system has all but eradicated payment queries, reducing frustration and bureaucracy for providers and taking out excess costs for the IBC. Importantly service users and social workers are benefitting from a service that can now be relied upon.

24. Staying with the themes of improving discharge performance and enabling independence, in the second half of 2018/19 real momentum was made with an exciting **integration project** in the area of **Intermediate Care**. This aims to bring together some 700 staff combining the Council's Reablement Service with the CCG commissioned Rehabilitation Service that is operated by Southern Health Foundation Trust. The integration project, which is due to be completed in the first half of 2020/21 will help to reduce costs, reduce duplication, improve the service user experience and importantly will result in fewer hospital admissions and speedier discharges. Ahead of the new integrated service formally commencing in 2020/21, new, joint senior management arrangements are set to be implemented later this year.
25. In another area of direct provision, the Department managed to **secure good or outstanding ratings for all of its in-house residential and nursing care homes during 2018/19**. Just one of the many success stories includes a cross Care Home hydration project that has improved wellbeing and reduced falls levels despite the increasing frailty of residents. Another notable success involves the taking over of the running of Portsmouth City Council's **Harry Sotnick House** and over the second half of 2018/19 managing to turn around the Home that had previously been rated as inadequate by the CQC, achieving a 'Good' rating in February of this year. The Home is now accepting new admissions, has received numerous compliments and is set to continue to flourish.
26. Staying with buildings, in the past year two excellent new facilities have opened in Winchester (Chesil Lodge), **Older Adults Extra Care** and in Fareham (New Croft), **Learning Disability Respite**. These add to previous Extra Care and Supported Living accommodation projects that not only deliver modern living arrangements for vulnerable adults but also deliver savings in terms of reduced onward revenue costs. Member support for more developments is unwavering and project pipelines and the necessary supporting capital investment exist to enable us to add additional facilities of these types into the future.
27. Improved independence and managing demand (reducing the levels of paid for services) is a key feature of our continued focus on how **technology** can play an even bigger role for people requiring help and support. The County Council, working in partnership with PA/Argenti, is leading the way in the field of **Technology Enabled Care (TEC)** and has in excess of 5,000 service users benefitting solely from TEC as opposed to the more traditional and the significantly more costly, paid-for services and some 10,000+ service users in total benefitting from this innovative care.
28. The County Council's 5-year contract with Argenti concluded last year, but very positively has been succeeded by a new (up to 10 year) successor contract with the same supplier. Maximising the benefits that TEC has to

offer, including emerging new opportunities e.g. collaborative robots (COBOTS), could be the key to financial sustainability over the next 5 years or so. Subject to sign-off and mobilisation we intend to have a pathfinder project up and running later this year which will see the testing of this technology in care settings with service users and carers.

29. Another arena in which the County Council's leadership credentials are well recognised is **Public Health** and over the past year we have successfully progressed with our **Isle of Wight** leadership role to the point whereby the partnership arrangements have recently been formalised. This reflects well on the efforts of the team to stabilise the provision of the public health service on the Island and to develop robust plans for transforming the service over the coming year. This success adds to an already impressive list of leadership roles the County Council has been asked to perform on behalf of numerous other local authorities who have struggled for different reasons with service leadership responsibilities.
30. Key enablers for the above (and a much wider array of impressive performance achievements) include the disciplined approach to Business Planning including focused and transparent quarterly Adults' Health and Care Departmental Management Team / Senior Management Team reviews, alongside strong financial management in 2018/19 which together provided the solid foundations for the Department to perform in the face of mounting pressures. T19 savings were delivered to target and overall expenditure was contained with the 2018/19 cash limit. As the year concluded, however, there were underlying signs of demand and cost pressures beginning to emerge in some of the care budget areas and these trends have continued into 2019/20 - see next section.
31. Clearly whilst much of this report is detailing positive achievement, not everything last year went to plan. The sheer size and scale of the Department and the myriad of responsibilities it carries has understandably meant that there have been challenges to manage.
32. Work with the voluntary sector, especially around our Demand Management intentions has steadily progressed, but there is more to do as we look forward. Despite our improved DToC performance, our interaction and working with the Acute Hospitals is still, at times, too frenetic and too much in the moment, rather than seeing overall system planning based upon known 'rising tide' issues. Whilst good progress has been made with Learning Disability and Mental Health integration work, final agreements on future financial arrangements and operations remain complex and still require more work. We also have more work to do in relation to determining the right future for the Orchard Close respite centre.
33. That said, and as per the previous paragraphs, performance has generally been good or strong. Some notable individual achievements have been recognised along the way both nationally and through our own 'Making a Difference' awards. A new 'Practice Network' was introduced in the second half of the year, under the leadership of the Principal Social Worker and this is helping to ensure operational staff, from across different care group

disciplines are supported and further developed recognising the increasing challenging circumstances in which our front-line staff are operating.

The Year Ahead – 2019/20

34. As we move on and through 2019/20, a lot of what has already been described will seamlessly continue. The direction of travel for the Department and for our key service areas is well established and will be taken further in line with our Strategy ambitions. A refreshed Business Plan is in place and is helping to guide us through what was always going to be an even more challenging year. The Business Plan has a stronger emphasis this time around on performance metrics, which given the complex operating environment is increasingly necessary.
35. As we look forward, our Strategy provides us with a clear sense of direction. We also know that it remains essential that strong financial management and savings performance continue to provide the solid platform for our ambitious forward agenda, and that managing demand/care volumes and that the way we operate in terms of applying Strengths-Based practice, maximising TEC opportunities and working harder to divert people away from paid for care, are all ever more important for our staff and are absolutely not optional.
36. In the case of the former, increased levels of service demand and complexity (proportionately more dementia service users and frail elderly with multiple conditions), together with higher market prices is a growing cause for concern. Firm and robust management action is being applied and this is extending to all front-line staff, but nevertheless the challenge remains a significant one. The premium we are placing upon demand management/containment and even greater levels use of TEC as a means of reducing paid for Care levels has thus increased and new service targets for these areas of the business have been introduced. We are seeing good delivery against these targets.
37. The Business Plan very much concentrates on the above, but also enables us to re-orientate our focus in some key areas so that we can continue to make the overall progress we need to make. In 2019/20 we will complete our work to disentangle the Physical Disability service from our Older Adults function and establish it alongside Learning Disability and Mental Health Services in a new Younger Adults service arena. This will help ensure that people with Physical Disabilities receive consistent and more focused help and support and overall workloads across our two main disciplines will be better balanced.
38. Another important focus for this year is the (Director-led) review of our in-house Care function (HCC Care). This is looking at all aspects of the current operation and will look to define a future operating model that helps to strengthen it further both in terms of quality and service cost and potentially enables it to operate more commercially. This review and the options it identifies will be key in determining the future direction, capital and workforce / service strategy for HCC Care.

39. Linked to the above, but especially the Physical Disability service area changes, we will also be taking forward and looking to complete a number of related pieces of work based around our operational and HQ functions and structures. This will impact each area of the Department in different ways with the work being led by the Departmental Management Team. The work will include the CART integration work referred to earlier, key changes to our operational structures, the continued Intermediate Care Integration work with Southern Health NHS Foundation Trust and a number of other specific reviews all aimed at ensuring that the Department is better positioned as we move into 2020 and the next decade. The planned work will also enable the staffing related savings for T19 and T21 to be realised as our efficiency and productivity continue to increase.
40. Alongside the staff re-structure work, we will also ensure that the Practice Network for operational managers and staff continues to be supported so that it can further develop, and we will formulate and implement robust responses to the outputs and areas for improvement following the 2018 Inclusion and Diversity and the Wellbeing staff surveys.

Conclusion

41. The strategic context and operating climate for Adults' Health and Care is especially challenging mainly as a result of increasing service demand, market volatility/pressure and continuing austerity. A range of other factors are also prevalent, and these are impacting across the whole Social Care system. The premium on transforming the way we work in order to maintain and / or improve service outcomes at reduced cost is thus absolutely paramount and requires everyone from partners, providers, staff and clients to be working to a coherent and consistent script.
42. The Cabinet approved Adults' Health and Care Vision, that at its heart promotes well-being, happiness and independence, together with the 5-year Strategic Plan that is rightly aspirational and ambitious, but constructed in a manner that makes it realisable, is the script. This report ably outlines the positive progress made by the Department over 2018/19 in pursuing our strategic aims and provides examples of key successes and/or improvements that are worthy of celebrating and bode well for the next stages of the journey.
43. The disciplined approach to Business Planning and to strong financial management have provided the foundations for the Department to succeed over the past year. Staff contributions have been significant in all areas of the business and increasingly the support from other parts of the Council has been excellent (in many different ways) and is acknowledged across the Departmental Management Team and the Department generally as a key success factor.
44. As we look forward, the operating and external environment remain especially difficult. Service demand pressures and pressures on the budget have increased significantly throughout 2019 and containing expenditure within budget limits and delivering T19 and T21 savings over this year and

next is undoubtedly going to represent the biggest challenge yet for the Department. The absence of a Green Paper and long-term financial sustainability makes planning too far ahead very difficult. Whilst these and other issues (partners, providers, NHS) are well trailed and have travelled with us for some time and have been well managed and responded to, it does appear that we are at a significant moment for our service's and for Local Government generally in terms of the financial sustainability of Social Care (including Children's social care). Securing a solution is key to our planned improvement and transformation journey being successfully progressed over the coming year and our 'where will we be in five years' time' statements (see appendix) being realised.

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> Adults' Health and Care- Vision and Strategy	<u>Date</u> 16 April 2018
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

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

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited 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.

1.2 Equalities Impact Assessment:

This is an update report and any service specific proposed changes resulting from execution of this strategy and any associated equality impact assessments will be taken forward in the appropriate manner.

Prevention:

- ✓ more people will be keeping fit and well in the community, reducing the demand for health and social care services
- ✓ information and advice via Connect to Support will be routinely accessed to enable people to make informed choices about their care and support
- ✓ the Council's contact centre will directly resolve 75% of a reducing number of client enquiries for help and support
- ✓ private pay assistive technology solutions will be routinely requested and provided
- ✓ community support offerings will be increasingly known about (partly through Connect to Support), better trusted and more widely used
- ✓ social Isolation will be reduced. Carers will be better supported

Independent living at Home:

- ✓ more service users will be using Direct Payments as a means of taking control and organising their own social care
- ✓ a system-wide single intermediate care function will have been in operation for at least three years. Hospital admissions for older persons and service costs will be reduced
- ✓ an integrated learning disability and mental health service will be in place, resulting in improved earlier intervention, less client crisis and reduced Hospital admissions
- ✓ we will have Help to Live at Home service arrangements that are geared to maximising independence. Average care hours per week will be lower than they are at present
- ✓ more than 12,000 service users will be benefitting from the very latest assistive technology solutions to enable them to remain at home and live independently
- ✓ our wellbeing centres, our work with communities and our My Life My Way programme will all combine to further improve the independence of people with mental health and learning disability needs

Accommodation:

- ✓ unplanned hospital admissions will be reduced as more people will benefit from reablement type services in new community facilities developed by the Council
- ✓ system discharge performance will be improved with access to reablement services available at acute settings as a result of joint Council/NHS investment
- ✓ the Council will have developed its own dementia hubs for those with medium to high end dementia, complementing and adding to specialist market provision
- ✓ in response to the expected significant increases in the 85 year and over population, we will have developed facilities for frail elderly clients with multiple conditions
- ✓ there will be more supported living accommodation for learning disability and physical disability clients and accommodation solutions to improve independence amongst those suffering from mental health conditions will have been implemented
- ✓ we will have increased the level of older person extra care units facilitated or delivered by the Council to 1,500, doubling the number of units currently
- ✓ our remaining residential and nursing homes will have been updated, modernised and improved. They will benefit from the latest technology

HAMPSHIRE COUNTY COUNCIL

Report

Committee	Cabinet
Date:	15 October 2019
Title:	Annual Report of the Director of Public Health
Report From:	Interim Director of Public Health

Contact name: Simon Bryant, Interim Director of Public Health

Tel: 02380 383326

Email: Simon.bryant@hants.gov.uk

Purpose of this Report

1. The purpose of this paper is to present the latest Director of Public Health's Annual Report to Cabinet, ahead of publication. The Director of Public Health's annual report is one of the ways in which I can highlight specific issues to improve the health and wellbeing of the people of Hampshire.

Recommendations

2. It is recommended that Cabinet:
 - a) notes the 2018-2019 annual report of the Director of Public Health and
 - b) approves publication of the report.

Executive Summary

3. This year's report is a Public Health Approach to preventing Violence; an issue which has had much national focus over the past year. Whilst the numbers of violent incidents in Hampshire are low compared to many other parts of the country, the impact of each incident is devastating for the individuals and communities affected. Serious violence has a range of complex causes and takes many forms - not of all which are visible. It has negative economic and social consequences and is a significant cause of physical, mental and emotional ill health.
4. The report defines violence and the value of taking a public health approach to reducing it; it explores what we know about violence locally and identifies where we can intervene to prevent violence, focusing on those services for which public health has direct responsibility. We know that most violence is preventable, and I want to embed a public health approach to reducing violence across Hampshire.

Contextual information

5. The 2012 Health and Care Act placed a statutory duty on upper tier Local Authorities to improve and protect the health of their residents.
6. The Director of Public Health has a statutory duty to produce an annual report about the health of the local population. The content and structure of the report is decided each year by the Director of Public Health, based on local topics and priorities. The requirement placed on Hampshire County Council as the relevant local authority is to publish the report.
7. The annual report of the Director of Public Health is appended to this report.

Issues

8. Whilst recognising the many forms inter-personal violence can take, the report focuses in on four types of violence. These are all areas where public health commissioned services play a direct or indirect role: alcohol and drug related violence; domestic violence; child and adolescent to parent violence and sexual violence. For each area the report explores what is understood about this type of violence; quantifying the scale of the issue in Hampshire where possible; the evidence of what works; the programmes available to prevent violence in Hampshire, and the challenges faced.
9. The report identifies a range of actions for how we can collectively work across departments, organisations and communities to achieve this. This is alongside working together across the system including through new initiative including the Violence Reduction Funding. The recommendations are:
10. Reduce children and young people's risk factors for violence, by working with schools and other youth settings to raise awareness of the new requirements for both Relationships Education, and Relationships and Sex Education and to implement them from September 2019.
11. Improve children and young people's emotional health by implementing the Hampshire Emotional Wellbeing Strategy for Children and Young People.
12. Ensure that schools are aware of the comprehensive drugs and alcohol offer available to them which includes bulletins, workshops, training for staff and targeted work with young people who are vulnerable and at risk.
13. Shape the availability of alcohol in local areas, by providing public health advice to district/borough Statement of Licensing Policies and supporting the licensing decision process.
14. Raise public awareness of preventative services and the public's role in safeguarding through a range of different channels and media, and by utilising a range of messengers including community champions.

15. Ensure all frontline health and care services work together to identify, support and refer those at risk of violence; those experiencing violence and those who perpetrate violence, by ensuring appropriate staff training and care pathways are in place and by monitoring the impact.
16. Lead and contribute to multi-agency partnerships to reduce serious violence, through a 'whole system' approach to dealing with DVA, with all areas of the system acknowledging, owning and resourcing their responsibilities in addressing the complex issues relating to DVA for all members of the family.
17. Work in partnership to improve the identification of and support for those who are vulnerable and at risk by contributing to multi-agency intelligence systems.

Consultation and Equalities

18. This report considers some of the health issues that are relevant to Hampshire residents. It does not directly impact on people and communities as would a specific proposal or project. It identifies the current situation, including any interventions already in place, which address these health issues, and makes recommendations which will further impact positively on Hampshire's population and future health and social care requirements. All interventions mentioned in this report whether already in existence or proposed would be subject to an Equality Impact Assessment.

Future Direction

19. The recommendations in the 2018-19 report will be realised over the next two-five years through various interventions and programmes many of which are already underway and include a return on investment approach for Hampshire County Council.
20. The report will be published once it has been agreed by Cabinet. It will be a public document and will be available through the Hampshire Public Health web pages.

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>
The Health and Care Act 2012	2012

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	

IMPACT ASSESSMENTS:

1. Equality Duty

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

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

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

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

2. Equalities Impact Assessment:

2.1. This report considers the health issues relevant to Hampshire residents. In discussing these, reference is made to the relationship between the determinants of health, consequences of ill health and impact on individuals, families and their communities, which touches upon crime and disorder. The report outlines possible solutions which would address these impacts

3. Impact on Crime and Disorder:

3.1. This report does not create any impact on crime and disorder.

4. Climate Change:

4.1. There are no specific proposals contained within this report which would impact on our carbon footprint/energy consumption although implementation of the recommendations could have a beneficial impact on climate change.

This page is intentionally left blank

Annual Report of the Director of Public Health 2018-19

Reducing Serious Violence



Contents

Foreword.....	3
Acknowledgements	4
Executive Summary.....	5
1. Introduction	6
Costs and impacts.....	7
Risk and protective factors for violence	8
Rationale for public health approach.....	9
2. Violence in Hampshire - what we know	11
Overview of violence in Hampshire	11
Knife crime	12
3. Preventing interpersonal violence, drug and alcohol related violence	13
Drug related violence.....	13
Alcohol related violence.....	13
In Hampshire	14
Evidence for drug and alcohol related violence prevention.....	15
Programmes in Hampshire.....	15
Case study 1	16
4. Domestic violence.....	17
Children.....	18
In Hampshire	18
Evidence for domestic violence prevention	19
Perpetrators of abuse.....	19
Programmes in Hampshire.....	20
5. Child to Parent Violence (CPV) and Adolescent to Parent Violence and Abuse (APVA)	21
In Hampshire.....	22
Evidence for CPV/ APVA prevention.....	22
Programmes in Hampshire.....	22
Case study 2	23
6. Sexual violence.....	24
Overview of sexual violence	24
In Hampshire	25
Evidence for sexual violence prevention	27
Programmes in Hampshire.....	27
7. Summary	28
8. Further support.....	29



intervene to prevent violence, focusing on those services for which Public Health has direct responsibility. We know that most violence is preventable and I want to embed a public health approach to reducing violence across Hampshire. I will lead by example to ensure the services that I am responsible for are all doing what they can to reduce this trend.

The Director of Public Health's annual report is one of the ways in which I can highlight specific issues to improve the health and wellbeing of the people of Hampshire. By acting early to explore the issues and understand this upward trend, I hope that we can identify what we can do to prevent further increase and protect our residents, especially those who are most vulnerable.

Simon Bryant
Interim Director of Public Health,
Hampshire County Council

Foreword

I am delighted to introduce my first report as Interim Director of Public Health for Hampshire. I have chosen to focus on serious violence, an issue which has had much national focus over the past year. Whilst the numbers of violent incidents in Hampshire are low compared to many other parts of the country, the impact of each incident is devastating for the individuals and communities affected. Serious violence has a range of complex causes and takes many forms, not all of which are visible. It has negative economic and social consequences and is a significant cause of physical, mental and emotional ill health.

Across the country more violence is being reported and despite Hampshire being a relatively safe place, we too have seen an increase in reported violence. The report defines violence and the value of taking a public health approach to reducing it; it explores what we know about violence locally and identifies where we can

I am delighted to have been asked to contribute to this annual report.

This report highlights the fact that many of the issues facing Public Health are the same as those that challenge us in the Police and show more than ever how important it is that we take a multi-agency approach through early intervention and prevention and working together. I note with specific interest the reference to childhood adversity. Within Hampshire Constabulary, we are working across the public sector to understand what that means for policing, how we can contribute and what trauma-informed policing can do to reduce harm and violence.

This report describes what a public health approach is and reinforces the work already done by Public Health England and the College of Policing to develop what a public health approach to policing is.

Acknowledgements

I hope that you find this report helpful and that it stimulates your interest. I would like to thank everyone in the Public Health team who has contributed to the report. Special thanks go to Jenny Bowers, Ileana Cahill, Rob Carroll, Kate Lees, Jo Lockhart, Fiona Maxwell, Kate Raines, Jude Ruddock-Atcherley and Megan Saunders.

Additional thanks go to colleagues at Hampshire Constabulary, the Office of the Police and Crime Commissioner for Hampshire, Inclusion Recovery Hampshire and Stop Domestic Abuse.

The work that we have been doing with Simon Bryant and his team across the county to reduce violent crime and the causes of violent crime by reducing harm caused to vulnerable people, demonstrates that the relationships we have are strong and continue to be so.

We are committed in Hampshire Constabulary to protecting vulnerable people at risk of violent crime and are proud of the relationships fostered to achieve this. We look forward to the year ahead and making further inroads to reduce harm and protect our communities. Without doubt we are stronger together.

Craig Dibdin
Assistant Chief Constable,
Hampshire Constabulary

I would also like to thank Dr Sallie Bacon, Director of Public Health for Hampshire until June 2019, both for her valuable contribution to this report, and for her years of leadership, advice and support.

Simon Bryant

Executive Summary

Despite Hampshire being a relatively safe place to live, the numbers of violent incidents are increasing. Every incident has a devastating impact on the individuals involved, their families and communities. A public health approach to reducing violence helps us to explore what we know about violence locally, identify where we can intervene to prevent it, and to develop and scale up these interventions.

Quantifying serious violence in Hampshire



This report highlights the significant amount of work going on across Hampshire to reduce serious violence. However, there is more we can do. I recommend the following priorities for action.

- Work with universal services for children and young people to reduce risk factors for violence.
- Reduce children and young people's risk factors for violence, through both Relationships Education, and Relationships and Sex Education.
- Improve children and young people's emotional health by implementing the Starting Well for Emotional Wellbeing and Mental Health Strategy.
- Ensure schools are aware of the comprehensive drugs and alcohol services available to them.
- Limit the availability of alcohol in local areas, where appropriate.
- Raise public awareness of preventative services and the public's role in safeguarding.
- Ensure all frontline health and care services work together to identify, support and refer those at risk of violence, those experiencing violence and those who perpetrate violence.
- Lead and contribute to multi-agency partnerships to reduce serious violence, through a 'whole system' approach.
- Work in partnership to improve the identification of and support for those who are vulnerable and at risk.

1. Introduction

Violence is present in many forms in almost every society in the world. Its personal, social, economic and environmental consequences are immeasurable - from the destructive and severely traumatic violence of war and global conflicts, to the more locally recognised problems of domestic violence and violent crime. Its impacts can go beyond the immediate victim to adversely affect our societies, creating fear and apprehension, increasing isolation, contributing to poorer mental and physical health and adding to the burden on health and social care services, police, courts and the criminal justice system.

Violence is defined as

'the intentional use of physical force or power, threatened or actual, against oneself, another person, or against a group or community, that either results in or has a high likelihood of resulting in injury, death, psychological harm, maldevelopment or deprivation'.

Violence is not always physical; many forms of violence are more commonly understood in terms such as 'neglect' or 'coercive control'. These are examples of the use of power to harm and to the detriment of another and so are included in definitions of violence. Similarly, injuries from violence are not always physical. Violence can have long-term impacts on psychological and social development and functioning.

Figure 1.1 shows how the World Health Organisation (WHO) categorises types of violence under three broad headings: self-directed, interpersonal and collective. The focus of this report is interpersonal violence. Collective violence includes social, political and economic violence, and is outside the scope of this report.

Self-directed violence includes suicide, self-harming behaviour and attempted suicide. It is a particular type of violence which requires very specific and sensitive approaches to prevention and support for those affected. Hampshire's Suicide Prevention Strategy, incorporating self-harm as a key risk, is overseen by a multiagency partnership and includes a range of measures to reduce the suicide rate, which is now on a downward trajectory¹. This is not considered as part of this report.

¹ Suicide Prevention Strategy for Hampshire, 2018-21. <https://democracy.hants.gov.uk/documents/s13600/2018-03-15%20Appendix%20Suicide%20Prevention%20Plan%202018.pdf>

Figure 1.1 A Typology of Violence, World Health Organisation

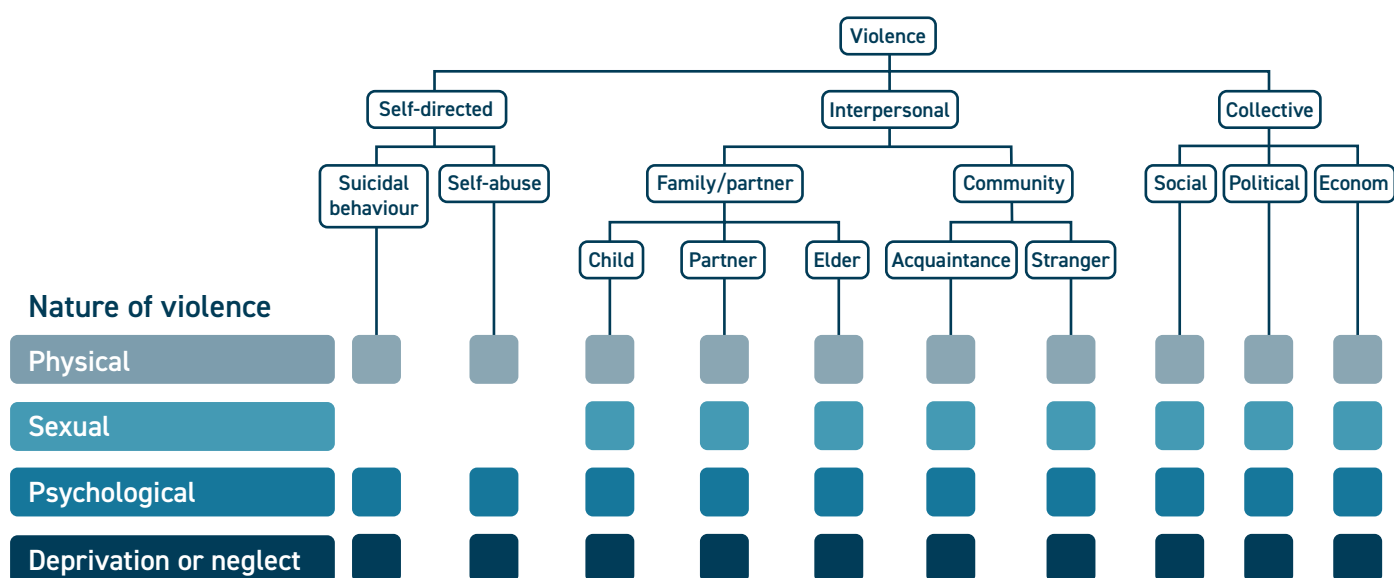


Figure 1.1 also shows there are many different types and perpetrators of interpersonal violence. All interpersonal violence has a significant burden in our society and it is important we work together to reduce it. In this report I have chosen to focus on areas of family and community violence that Public Health has most influence over or responsibility for. This enables me to reflect on what more I can do to reduce serious violence through the services Public Health commissions and partnerships we contribute to or lead.

Costs and impacts

There are an estimated 1.2 million violent incidents in England and Wales every year². Violence is estimated to cost the NHS £2.9 billion every year, and to result in 300,000 emergency department visits and 35,000 emergency hospital admissions³. Overall costs are difficult to quantify, but also include economic loss through days off work and additional costs to police and the courts system.

The human cost of violence is immeasurable: pain, injury, disability, grief, death and psychological harm. Much violence is hidden and frequently perpetrated against the most vulnerable and least able to speak up about their suffering. Therefore, the impacts of many common types of violence are often unseen and unknown. The more visible types of violence, such as violent disorder and crime, can have profound effects through creating fear and apprehension in both individuals and communities. This can lead to individual isolation and limited social opportunities and networks, or alternatively to defensive or retaliatory violence.

For children growing up with violence, the impact on their future development and life chances can be severe and long lasting. Domestic violence is the single most commonly experienced form of adverse childhood experience (ACE). ACEs also include child maltreatment and sexual abuse and are associated with a wide range of serious problems in later life, such as mental ill-health, drug and alcohol misuse, and an increased risk of being either a perpetrator or a victim of violence in adulthood.

² Public health approaches to reducing violence, Local Government Association, 2018. <https://www.local.gov.uk/public-health-approaches-reducing-violence>

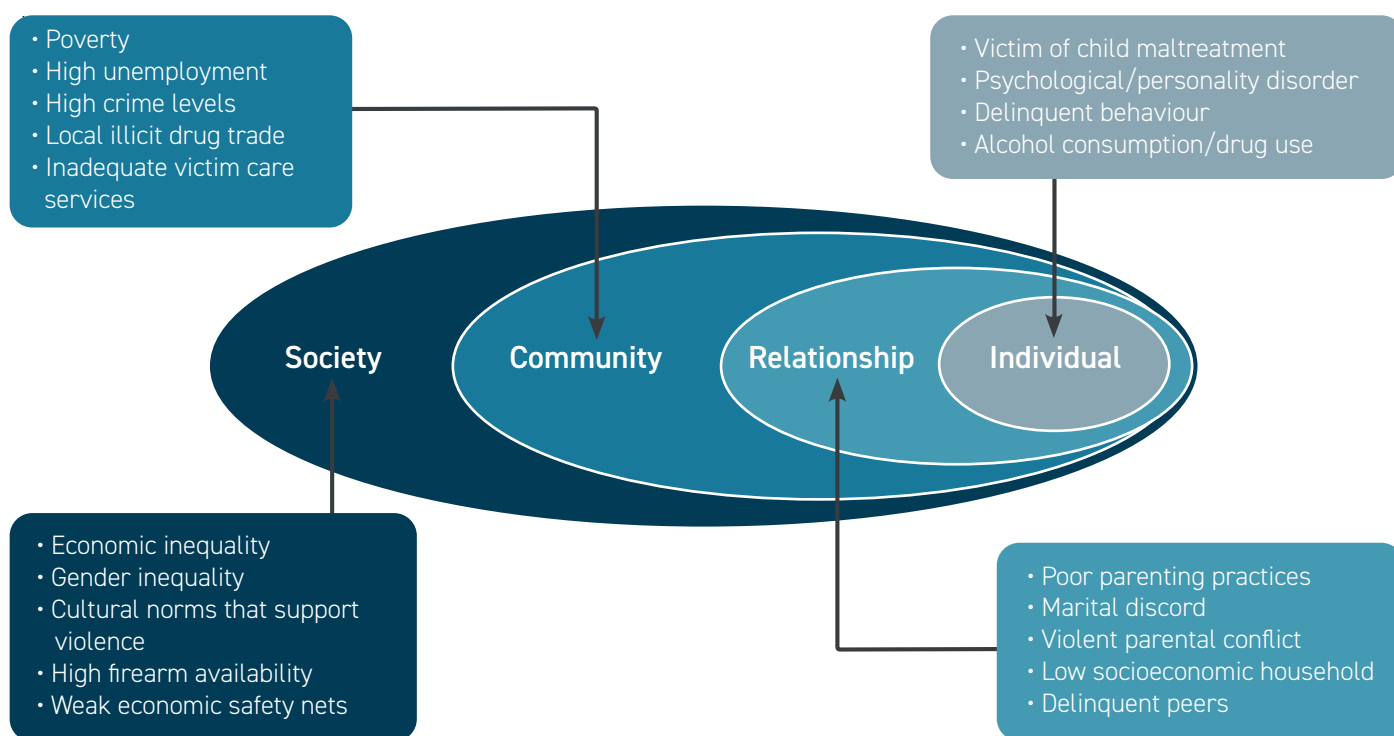
³ Protecting people, promoting health: A public health approach to violence prevention for England DoH, October 2012. <https://www.gov.uk/government/publications/a-public-health-approach-to-violence-prevention-in-england>

Risk and protective factors for violence

There is no single reason to explain why some people or populations are vulnerable to violence. A wide range of factors relating to individuals, their relationships, and the communities and societies in which they live interact to increase or reduce vulnerability to violence⁴. These are known as risk and protective factors and might be considered as opposite ends of a continuum. It is important to understand that a risk factor does not mean it is a direct cause of violence.

Understanding risk and protective factors and how they relate to one another helps us understand how we might intervene to prevent violence. Figure 1.2 shows how these factors inter-relate.

Figure 1.2 Cross cutting risk factors for violence⁵



Adapted from World Health Organization, 2004

4 UK Faculty of Public Health: The role of public health in the prevention of violence. 2016.

5 Protecting people, promoting health: A public health approach to violence prevention for England DoH, October 2012. <https://www.gov.uk/government/publications/a-public-health-approach-to-violence-prevention-in-england>

Rationale for a public health approach

A public health approach to prevention recognises the need to understand and address the underlying causes of violence and to determine which factors may increase risk and how those might be modified.

WHO states that 'almost all violence is predictable and therefore preventable'. Evidence supports the effectiveness of prevention activities in a range of settings. Public Health in Hampshire works alongside colleagues in relevant agencies to prevent violence from happening, to mitigate harm where violence occurs, and to deliver evidence-based interventions that contribute to an overall reduction in violence and harm.

Public Health tends to focus on populations and communities rather than individuals. By bringing an evidence-based, prevention-focused approach to violence prevention, we work to improve the health, safety and wellbeing of individuals within those communities with the following principles:

- Understanding the causes and consequences of violence and conflict in our society and communities.
- Using best available evidence to address those causes and effects.
- Advocating, developing, implementing and monitoring programmes which show evidence of success in reducing or preventing violence and/or lessening its negative impacts at all stages.

These principles underpin the four steps of a public health approach to violence prevention shown in Figure 1.3.

Figure 1.3 The four steps of the public health approach to violence prevention, World Health Organisation



Reducing the causes and impacts of violence (in common with many other of the complex issues affecting the health and wellbeing of our population) cannot be achieved alone. We have a role in facilitating other agencies to come together to work across different systems, professional boundaries and localities. We need a co-ordinated approach, sharing evidence and information on known or emerging risks. This will help us all understand and challenge the actions, beliefs and attitudes that allow violence to persist in our communities.

2. Violence in Hampshire - what we know

Overview of violent crime in Hampshire

This chapter provides some headline figures regarding violent crime in Hampshire, then focuses on knife crime, a specific type of interpersonal violence which has received a lot of media attention this year.

During 2016/17 violence with and without injury accounted for over one third of the total crimes across Hampshire. Data show an increasing rate per 1,000 population⁶, which is comparable to the regional and national trend.

Conversely hospital admission rates due to violent crime are significantly lower in Hampshire than the national and regional rates and have decreased over the last six-year time periods. Between April 2014 and March 2017 there was an average of 306 people in Hampshire admitted every year to hospital due to violent crime.

From April 2017 to March 2018 there were 31,294 street violent and sexual offence crimes across Hampshire (source: Police.uk). There is a strong correlation between crime and deprivation - 90% of the variation in the violent and sexual offences crime rate in Hampshire can be explained by deprivation. The crime rate in the most deprived areas (decile 1) is over six times higher than the least deprived areas (decile 10).



⁶ Care must be taken when interpreting these data as the increases reported may not be indicative of an actual increase in the number of crimes occurring but reflective of an improvement in recording practices and increased public confidence to report crime.

Knife crime

This report presents an opportunity to reflect on knife crime in Hampshire, given the current national focus on this type of violence. Knife crime has been rising nationally since 2014/15⁷ and Hampshire is no exception with an increase in recorded knife crime of 14% between 2015/16 to 2016/17. Whilst some of this may be linked to better recording, there has been an increase in offences where a bladed article has been reported, including increases in violence against a person (VAP).

Victims, suspects and offenders for knife crime are more often over 25 years of age. For younger age groups, suspects and offenders are more likely to be under 18 than victims, a finding which needs further investigation.

Basingstoke has the highest number of knife crimes in Hampshire, however Test Valley experienced the greatest rise in knife crime (93%, from 60 crimes to 116), followed by Rushmoor, which recorded a 59% year on year increase (69 to 110). These higher percentage increases over time reflect the relatively small numbers of baseline knife crime.

Offenders of knife related violence in Hampshire are associated with drug use and supply, serious violence and poor mental health⁸. Mental health markers were also present. Young offenders have been linked with Adverse Childhood Experiences (ACE), including emotional/physical abuse and episodes of going missing.

Drug related harm is a known driver for knife related crime and violence. A police strategic review of Most Serious Violence (MSV) revealed that a knife is used in around 16% of MSV occurrence, but this increases significantly to 60% when the MSV incident is linked to drug supply activity. For this reason, the following chapter explores drug and alcohol related crime in Hampshire in more detail.

7 HM Government Serious Violence Strategy, April 2018.

8 Hampshire & IOW Constabulary Partnership Force Strategic Assessment 2017/18

3. Preventing interpersonal violence, drug and alcohol related violence

I have chosen four examples of family and community violence to explore through this report. These are areas that Public Health has a strong influence over or responsibility for. They are alcohol and drug related violence; domestic violence; child and adolescent to parent violence and sexual violence.

Using the principles of a public health approach highlighted in chapter 1, I explore what we understand about this type of violence, both generally and in Hampshire, the evidence of what works and the programmes available to prevent violence in Hampshire, including the challenges faced. The learning from this informs my recommendations in the final chapter.

Drug and alcohol related violence

Investing in effective prevention, treatment and recovery interventions is essential to tackle the harm (including violence) that drugs and alcohol can cause.

Drug related violence

The harms caused by drug misuse are extensive and include crime committed to fuel drug dependence, organised crime and violence⁹. An increasing focus is being given to the problem of 'county lines'. This is the term used to refer to drugs networks which are established by urban gangs which supply Class A drugs (such as heroin and crack cocaine) to suburban and rural areas. Violence is often used by these gangs to establish their presence in local areas. Very often children and vulnerable adults will be used to carry out illegal activity on their behalf. The increasing use of violence within county lines has been identified as a key issue within the Government's Serious Violence Strategy. Nationally between 2014/15 and 2016/17, homicides where either the victim or suspect were known to be involved in using or dealing illicit drugs increased from 50% to 57%¹⁰.

Alcohol related violence

Alcohol consumption is a risk factor for many types of violence, including child abuse, youth violence, intimate partner violence and sexual violence.¹¹ Whilst the relationship between alcohol and violence is complex, it has been shown that the more alcohol a population consumes, the higher the rates of violence related death and injury¹².

9 Drug strategy, Home office, 2017. <https://www.gov.uk/government/publications/drug-strategy-2017>

10 Serious Violence strategy, HM Government, 2018. <https://www.gov.uk/government/publications/serious-violence-strategy>

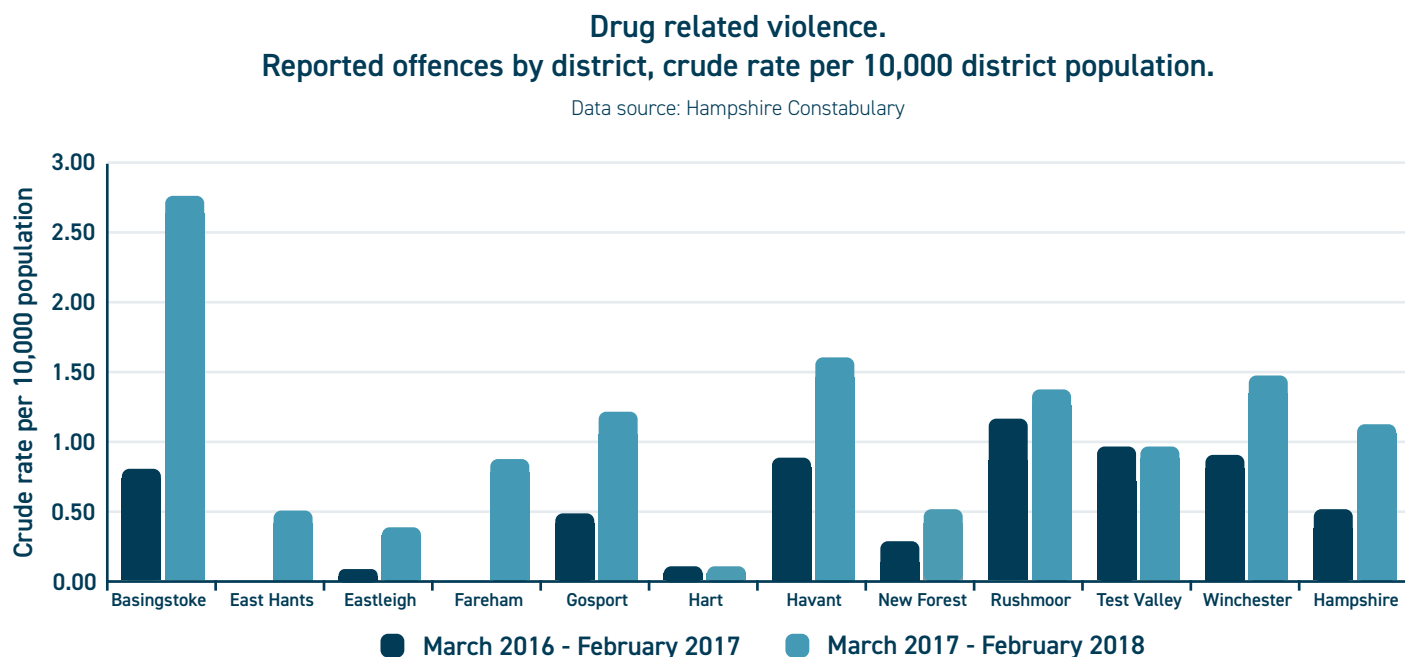
11 Alcohol and drug prevention, treatment and recovery: why invest? PHE. February 2018. <https://www.gov.uk/government/publications/alcohol-and-drug-prevention-treatment-and-recovery-why-invest/alcohol-and-drug-prevention-treatment-and-recovery-why-invest>

12 Graham and Livingston, The Relationship between Alcohol and Violence – Population, Contextual and Individual Research Approaches, *Drug Alcohol Rev.* 2011 Sep; 30(5): 453–457. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3170096/>

In Hampshire

In 2016/17 there were 70 drug related violence offences recorded by Hampshire Constabulary and this reportedly increased to 152 in 2017/18. The main type of offences was assault (41%) and robbery (18%). Reported increases in drug related violence offences in some districts correlate with the districts where networks such as county lines are mapped as operating. These networks are considered to present the greatest impact in terms of threat, risk and harm in vulnerable communities in driving demand for Class A drugs and stimulating a level of violence. It is thought that much drug related violence goes unreported.

Figure 3.1 Drug related violence crude rate per 10,000 population in Hampshire's Districts, 2016-17 & 17-18



Parental substance misuse can negatively affect children. A quarter of cases on the Child Protection register are related to parental substance misuse and it is estimated that substance misuse is involved in over a third of Serious Case Reviews. Nationally Public Health England reports that 48% of convicted domestic abuse perpetrators had a history of alcohol dependence and 73% had consumed alcohol prior to the event¹³.

¹³ Alcohol and drug prevention, treatment and recovery: why invest? PHE. February 2018. <https://www.gov.uk/government/publications/alcohol-and-drug-prevention-treatment-and-recovery-why-invest/alcohol-and-drug-prevention-treatment-and-recovery-why-invest>

Evidence for drug and alcohol related violence prevention

Reducing drug and alcohol use is a vital part of reducing violence in communities. Part of this is ensuring comprehensive drug and alcohol misuse services are available for people who need support to reduce or stop their drug and alcohol use. Among offenders, treatment for substance misuse has been successful in reducing future intimate partner violence¹⁴.

At a community level, restricting the availability of alcohol (e.g. through increasing price) has been associated with reductions in intimate partner violence and other interpersonal violence including child maltreatment¹⁵.

We know that the supply and demand of drugs are closely linked with serious violence. Working in partnership to share intelligence enables supply lines to be disrupted and violence prevented.

Programmes in Hampshire

A Hampshire-wide substance misuse service helps people overcome their dependency on drugs and alcohol. This in turn reduces their involvement in crime and any associated violence.

The service also provides comprehensive drugs and alcohol support to schools which includes bulletins, workshops, training for staff and targeted work with young people who are vulnerable and at risk.

Effective partnership working with criminal justice, health and social care organisations, is needed to tackle drug and alcohol related violence. Public Health in Hampshire is working in partnership with these key organisations to tackle county lines activity and to protect vulnerable adults and young people who are at most risk of drug related harm and exploitation. Robust multi-agency safeguarding processes are in place to protect children, young people and vulnerable adults from the harm caused by county lines. Substance misuse services work with domestic abuse services to support both the victim and perpetrator of violence, where both problems are identified together.

14 Prevention of Intimate Partner Violence. A review of evidence for prevention from the UK focal point for violence and injury prevention. Wood et al. Liverpool John Moore University. 2010. <http://www.cph.org.uk/wp-content/uploads/2012/08/intimate-partner-violence-a-review-of-evidence-for-prevention.pdf>

15 Sexual violence A review of evidence for prevention from the UK focal point for violence and injury prevention. Wood et al. Liverpool John Moore University. 2010. <http://www.cph.org.uk/wp-content/uploads/2012/08/sexual-violence-a-review-of-evidence-for-prevention.pdf>

Case Study 1

Sarah* was in her late twenties when she became reliant on prescription opiates to manage chronic pain and started to use illicit drugs. She had a history of abusive relationships dating back to her teenage years. Sarah's local substance misuse service supported her to become abstinent. However, a subsequent relationship breakdown led to difficulties and as a result, her children were placed on a Child Protection Order and removed from the family home.

She later began a relationship with a local drug user and dealer, which became violent. Sarah's home was taken by drug dealers to use as a base for dealing and serious violent offences were reported at the address.

Through outreach work, the substance misuse service was able to re-engage Sarah and encourage her to access treatment and harm reduction support, including the needle exchange programme, one-to-one counselling and key worker support. She was also prescribed methadone to reduce her reliance on illicit drugs. The substance misuse service has ensured that all safeguarding processes are in place and is working with other agencies such as the police, housing and adult social services to protect her from violence and assist her in her future goals.

* name has been changed

4. Domestic violence

Until both communities and agencies have a zero tolerance of domestic violence and abuse, there will continue to be challenges in preventing, identifying and then effectively dealing with it.

We need to continue working towards identifying and supporting people at the earliest possible stage, as well as making greater efforts around preventative work.

I have chosen to focus on reducing domestic violence because this accounts for a significant proportion of serious violence. Action to reduce domestic violence is required to directly reduce overall serious violence. However, there is also an indirect effect because exposure to domestic violence increases vulnerability to violence.

Overview of domestic violence

Domestic violence and abuse (DVA) is a significant problem which can affect people from any background, at any age. In England and Wales, for the year ending March 2016, an estimated 2 million adults aged 16-59 experienced domestic abuse in the last year. Overall, 26% of women and 14% of men have experienced domestic abuse in their adult lifetime.

Domestic abuse is an infringement on someone's basic human rights and has devastating effects including risk of serious physical harm or death, wide-ranging impacts on physical, mental and emotional health and wellbeing, and long-lasting negative effects on children and young people. Domestic violence and abuse cost the UK an estimated £15.7 billion in 2008 (Walby 2009).¹⁶

¹⁶ The Cost of Domestic Violence, Sylvia Walby, 2009. https://www.lancaster.ac.uk/fass/doc_library/sociology/Cost_of_domestic_violence_update.doc

Children and domestic violence

The effects of domestic violence are serious and can be long-lasting, impacting the physical and mental health of victims. Exposure to domestic violence is the most frequently reported form of trauma for children and is often experienced alongside other forms of maltreatment, such as child abuse and neglect¹⁷.

Exposure to domestic violence and abuse is the most frequently reported form of trauma for children and is often experienced alongside other forms of maltreatment, such as child abuse and neglect. In 2017, there were almost 1,700 children in need, due to abuse or neglect in Hampshire.

Ninety per cent of domestic abuse is witnessed by children. Consequences include children becoming withdrawn, depressed and finding it difficult to communicate; others may act out the aggression they have witnessed or blame themselves for the abuse. In adulthood children affected by domestic abuse have increased risk of poor mental health, substance misuse and behavioural problems. This is why we should intervene early and support families to deal with domestic abuse.

In Hampshire

Domestic violence and abuse (DVA) accounts for 12% of total crime, with DVA occurrences increasing by 5% between 2016/17 and 2017/18. The increase in DVA could be attributed to improved recording, confidence in reporting, or increased counter allegations following on from the increased arrest rate. 'Violence against the Person' accounts for 80% of DVA crime, one third of this is 'Violence against the Person with Injury', almost exclusively Actual Bodily Harm (ABH). Twenty three murders occurred in 2017/18, three were domestic related. In 2017/18, over one third (34%) of all domestic crime involved repeat victims. Despite the increases in DVA crime many incidents stay unreported, so police data gives only part of the picture.

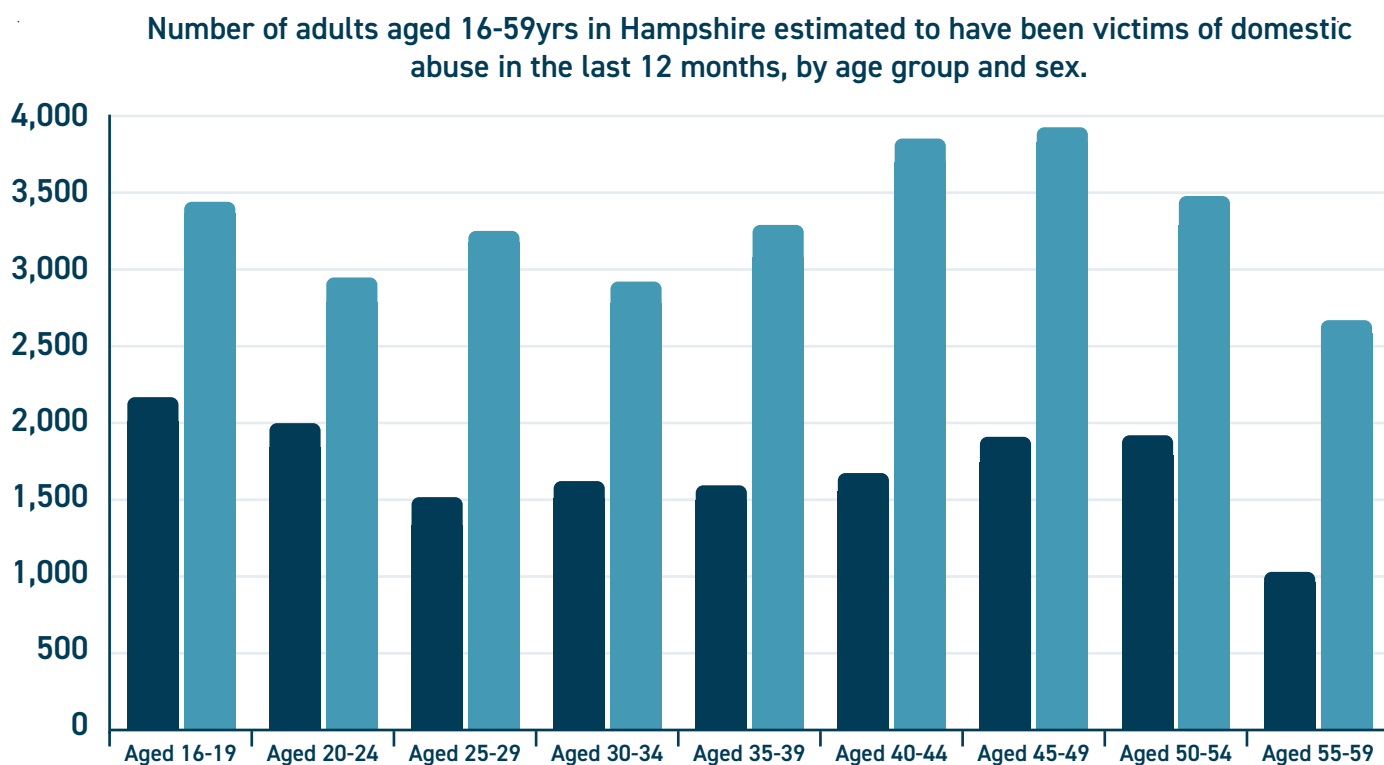
An estimated 15,607 men and 30,083 women aged 16-59, and 734 men and 2,306 women aged 60-65 were affected by DVA in Hampshire last year. Over 40,000 children and young people under 18 were affected during the same period¹⁸.

In Hampshire we are committed to taking a whole family approach to domestic abuse, recognising that for every victim there is a perpetrator. We need to address the needs of all members in a family, including the children, to properly address domestic violence and abuse, and prevent it reoccurring in the future.

¹⁷ Hampshire CC Domestic Violence and Abuse in Hampshire Needs Assessment, May 2018.

¹⁸ Hampshire Domestic Abuse Needs Assessment 2018

Figure 4.1 The number of adults aged 16-59 years estimated to have been victims of domestic abuse during 2017 in Hampshire, by age and gender.



Crime Survey for England and Wales Domestic Abuse estimates applied to Hampshire County Environment Department's 2017 based Small Area Population Forecasts

Evidence for domestic violence prevention

There are a variety of ways in which we can seek to prevent DVA and where it cannot be prevented, intervene early. Public awareness and challenging attitudes and tolerance of DVA within communities is vital. We can engage communities and train community champions, sensitive to the cultural differences that may exist within communities, to ensure DVA is identified and picked up at its earliest stage and addressed before escalation. We can provide parenting programmes and support for families, and work with children and young people in schools regarding healthy relationships and engage with the locally delivered Relationships and Sex Education (RSE) curriculum. We can work to embed knowledge and understanding of DVA throughout frontline services such as hospitals, GPs, maternity services, mental health settings and substance misuse services by training professionals in multi-agency settings to identify, challenge and address domestic abuse at its earliest stages.

Perpetrators of abuse

We must also work with perpetrators of DVA and seek long term changes to their behaviour and attitudes, particularly with young perpetrators of DVA before their behaviour becomes embedded. Without this the cycle of abuse will continue.

Programmes in Hampshire

In Hampshire, Public Health commissions the county's victims service which provides refuge, outreach, high risk Independent Domestic Violence Advisor support, group work, therapeutic children's support, resettlement and move on support services. We know there is much under-reporting of DVA and that the services and support we provide only reach a handful of victims, children and perpetrators. All too often, people seek help too late, when their risk of serious harm or murder is very high. The service has been recommissioned to include a range of preventative interventions, including a public awareness programme; community engagement and training and advice for frontline staff working in a variety of services and settings.

Educating children and young people about healthy relationships is a priority for action in Hampshire. We are working with schools and other youth settings to build their confidence to implement the new Relationships and Sex Education curriculum from September 2019.

Hampshire also has a range of interventions which aim to tackle perpetrator behaviour, including a community perpetrator service. This service seeks to provide a whole family approach with safeguarding and risk management at its centre. It aims to increase perpetrators' accountability and responsibility and is delivered through a variety of tailored interventions including one-to-one and group work. We will learn from these interventions to find the best way of engaging with and changing perpetrators' behaviours. We will build on these interventions to develop a clear strategic, organised and sustainable approach to dealing with perpetrators of domestic abuse, aiming to reduce the cycle of abuse.

There are various other initiatives in place that support our domestic abuse response. Operation Encompass (which informs schools of DVA incidents that the police have attended in the previous 24 hours) is supported by an education programme being taken into schools to upskill and train school staff in DVA and how to respond and support a child. Hampshire Domestic Abuse Partnership has also published a referral pathway for agencies to use to help victims, children and perpetrators access help and support, with a further version tailored specifically towards our health services. Hampshire County Council and several other employers have also implemented DVA workplace policies to support staff who may be experiencing violence and abuse at home.

Grant funding will allow us to extend our nationally recognised 'Hampshire Making Safe Scheme', helping to keep families safe in their own homes rather than needing to access refuge accommodation. It will also enable us to create DVA workers placed in key health settings, train community DVA champions, and provide additional refuge space to people not traditionally able to access refuges such as male victims, trans victims and women with male children over 16 years.

5. Child to Parent Violence (CPV) and Adolescent to Parent Violence and Abuse (APVA)

Child to Parent Violence (CPV) or Adolescent to Parent Violence and Abuse (APVA) is any behaviour used by a young person to control, dominate or coerce parents.

I have chosen to focus on child to parent and adolescent to parent violence because it is an emerging issue. This means there are significant gaps in our knowledge and understanding which we can work together to start to fill. I also hope that focusing on this area will help to raise awareness of this type of violence.

Overview of CPV and APVA

Child to parent violence and adolescent to parent violence is gradually becoming recognised and acknowledged. It is a complex issue and tends to appear as a pattern of behaviour rather than single incidents. Whilst it is normal for adolescents to demonstrate healthy anger, conflict and frustration during their transition from childhood to adulthood, anger should not be confused with violence. Violence is about a range of behaviours including non-physical acts aimed at achieving ongoing control over another person by instilling fear. These behaviours are intended to threaten and intimidate and put family safety at risk.

Most abused parents have difficulty admitting even to themselves that their child is abusive. They may feel ashamed, disappointed and humiliated, and blame themselves for the situation which has led to this imbalance of power. There may also be an element of denial where parents convince themselves that their son or daughter's behaviour is part of normal adolescent conduct.

Policy has only relatively recently recognised CPV/APVA as a defined issue. There is no agreed definition nor method of consistently recording incidents so it is difficult to quantify its scale. Estimates suggest 3-5% of adolescents may be seriously abusive to parents¹⁹.

Research used by the Home Office²⁰ found in the Greater London area alone 1,892 incidents of violence, threats of violence, or criminal damage in the home, perpetrated by a 13-19-year-old towards their parent(s)/carer(s), in a one-year period 2009-2010. Perpetrators were overwhelmingly male (87.3%) and adult victims were predominantly female (77.5%), with the most common situation being son to mother abuse (66.7%). The Metropolitan Police have reported a 95% increase in CPV violence offences between 2012 and 2016. However, this figure may reflect significant under-reporting. The social and emotional impact of disclosing abuse by a child is likely to deter many parents or carers from reporting such incidents.

¹⁹ Gallagher, E. (2008). Children's violence to parents: A critical literature review, from 19.

²⁰ Information guide: Adolescent to parent violence and abuse' The Home Office. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/732573/APVA.pdf

In Hampshire

In Hampshire, police recorded 312 domestic abuse incidents where the perpetrator was a child in the first half of 2017-18. However, it is not possible to ascertain how many of these were CPV/APVA, as no information about the victim or the relationship is routinely recorded; these could also be incidents of DVA in teenage relationships or other family relationships.

Evidence for CPV/APVA prevention

Evidence for interventions to prevent CPV/APVA is developing. We can work with families to provide preventative measures such as parenting programmes, identify early risk factors, intervene early and prevent crisis situations. Whilst we can learn from other violence such as domestic violence, once violence has occurred we need to recognise differences. These include the stigma families may feel, potential parental fear of their children becoming criminalised and the balance between parental and child responsibilities. Violence should be considered in the context of the whole family and family dynamics. The family should be recognised as a system and whole family approaches utilised to intervene.

Programmes in Hampshire

In Hampshire the Office of the Police and Crime Commissioner has funded programmes which aim to prevent CPV/APVA, including a parenting programme for parents who have experienced domestic abuse and whose child is being violent towards them, another targeting young people who are seeing the Youth Offending Team and their parents.

We know that most CPV and APVA goes under-reported and that our knowledge and understanding of this type of violence is developing. Funding for interventions is often short-term, so that provision varies across the county and over time. We need to embed this work and consider how it should align to services such as DVA services. We will work with partners to better understand needs to enable us to work together towards enabling appropriate interventions to become available and sustainable.

Case Study 2

A Mum was scared of her 9-year-old son's physical violence towards her and her young daughter. She was referred to the 'Who's in Charge?' Programme by the school following an Early Help Hub Meeting. There was a history of domestic abuse between Mum and Dad before their relationship ended several years ago.

Mum gained valuable insights through the programme's talks and activities and put in place practical and meaningful consequences for her son's unacceptable behaviour. Her confidence increased, she took control of the home environment, identified areas to work on and implemented a plan to help her children manage their experiences.

She also engaged with the school and with Child and Adolescent Mental Health Services to get a diagnosis for her son, which allowed her to understand and cope better with his challenging behaviour, and to put support in place for him.

As a result of the programme the son's violence has reduced, the family feels safer and home life has improved.



6. Sexual violence

Sexual violence is the term we use to describe any kind of unwanted sexual act or activity, including rape, sexual assault, sexual abuse and many others

I have chosen to include a chapter on sexual violence because it has a large and negative impact on our health. The sexual health services which I am responsible for commissioning have a significant part to play in identifying and intervening in incidents of sexual violence, alongside many other agencies who have a role in preventing and identifying those at risk of this type of violence.

Sexual violence has been defined as any sexual act, attempt to obtain a sexual act, unwanted sexual comments or advances directed against a person's sexuality, using coercion, threats of harm or physical force, by any person regardless of relationship to the victim, in any setting, including but not limited to home and work²¹. The term sexual violence therefore covers a wide range of abusive acts directed towards an individual's sexuality, including rape, sexual assault, sexual coercion, sexual exploitation, trafficking, sexual bullying and female genital mutilation.

Information about prevalence, associated factors, and consequences for health in the population is scarce. Whilst there is increasing public confidence to report offences, sexual violence is still widely under-reported to the police. The third British National Survey of Sexual Health Attitudes and Lifestyles (Natsal-3)²², undertaken between 2010-2012 included questions about sexual violence for the first time and was the first population-based survey in Britain to explore the issue of sexual violence outside the context of crime.

Non-consensual sex was reported by 9.8% of women and 1.4% of men in the Natsal survey. The most recent episode occurred most commonly at age 18 years (age range 14 - 32) for women and at age 16 years (age range 13 - 30) for men. Non-consensual sex varied by family structure and in women by age, education, and area-level deprivation. It was associated with poor health, longstanding illness or disability, treatment for mental health conditions, smoking, and use of non-prescription drugs in the past year in both sexes, and with binge drinking in women. Non-consensual sex was also associated with reporting of first heterosexual intercourse before 16 years of age, same-sex experience, more lifetime sexual partners, having ever being diagnosed with a sexually transmitted infection, and low sexual function in both sexes. In women, it was associated with abortion and pregnancy outcomes before 18 years of age.

In most cases, the person responsible was known to the individual, although the nature of the relationship differed by age at most recent occurrence. Participants who were younger at interview were more likely to have told someone about the event and to have reported it to the police than older participants.

21 Harvey A, Garcia-Moreno C, Butchart A. Primary prevention of intimate-partner violence and sexual violence: Background paper for WHO expert meeting May 2-3, 2007 https://www.who.int/violence_injury_prevention/publications/violence/IPV-SV.pdf?ua=1

22 Macdowall et al. (2013) Lifetime prevalence, associated factors, and circumstances of non-volitional sex in women and men in Britain: findings from the third National Survey of Sexual Attitudes and Lifestyles (Natsal-3)

In Hampshire

In 2017/18 Hampshire Police recorded a 17% increase in reported Serious Sexual Offences (SSO) when compared to the last year. Although almost a third of these relate to historic offences, current reported serious sexual offences also appear to be increasing. Rape accounts for a significant proportion of SSOs (45%). In 2017, 31% of all 'current' rape was flagged as 'domestic' related, namely against a partner or spouse²³.

The rates of sexual offences in Hampshire's statistical neighbours are presented in Figure 6.1. Whilst Hampshire has a slightly lower rate of sexual offences compared to the national average (2.2 and 2.4 per 1,000 respectively), seven of Hampshire's 15 statistical neighbours had lower rates of sexual offences in 2017/18.

Figure 6.1 The rate of sexual offences in Hampshire's statistical neighbours in 2017/2018

1.12iii Violent crime (including sexual violence) - rate of sexual offences per 1,000 population

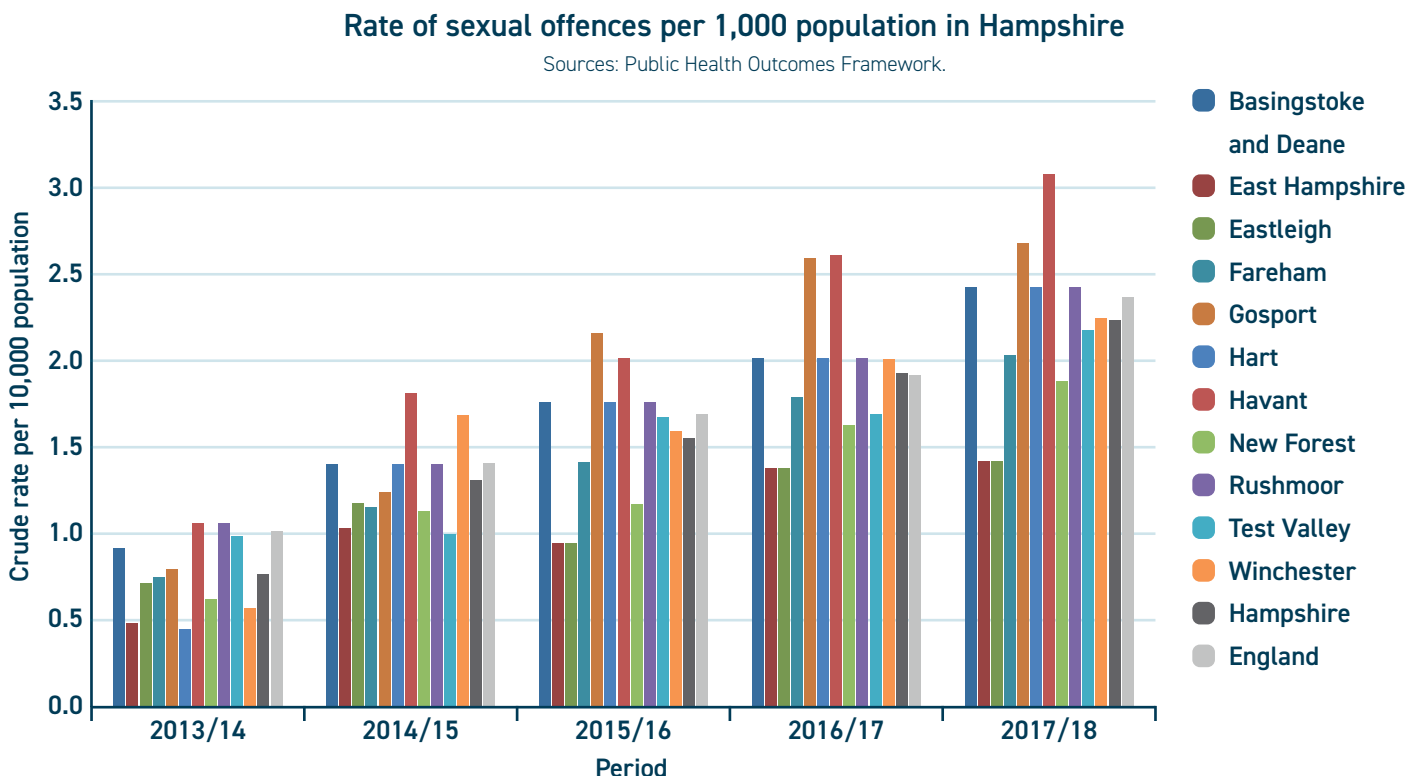
Area	Neighbour Rank	Count	Value	2017/18 Crude rate - per 1000	
				95% Lower CI	95% Upper CI
England	-	130,895	2.4	2.4	2.4
Kent	4	5,026	3.3	3.2	3.4
Suffolk	13	1,913	2.5	2.4	2.7
Worcestershire	7	1,485	2.5	2.4	2.7
Warwickshire	3	1,372	2.5	2.3	2.6
Staffordshire	10	2,096	2.4	2.3	2.5
Northamptonshire	15	1,748	2.4	2.3	2.5
East Sussex	12	1,267	2.3	2.2	2.4
Hampshire	-	3,050	2.2	2.2	2.3
Devon	5	1,677	2.2	2.1	2.3
West Sussex	2	1,671	2.0	1.9	2.1
Oxfordshire	8	1,298	1.9	1.8	2.0
Essex	1	2,703	1.9	1.8	1.9
Hertfordshire	14	2,033	1.7	1.7	1.8
Cambridgeshire	9	1,011	1.6	1.5	1.7
Gloucestershire	6	932	1.5	1.4	1.6
Leicestershire	11	964	1.4	1.3	1.5

Source: Figures calculated by PHE Knowledge and Intelligence Team (North West) using crime data supplied by the Home Office and population data supplied by Office for National Statistics (ONS).

23 Hampshire & IOW Constabulary Partnership Force Strategic Assessment 2017/18

Figure 6.2 shows the trend of increasing sexual offences rate within Hampshire's local authorities from 2013/14-2017/18. In 2017/18, five of Hampshire's local authorities had a higher rate of sexual offences than the national rate, namely Havant, Gosport, Basingstoke and Deane, Hart and Rushmoor.

Figure 6.2 Rate of sexual offences in Hampshire by Local Authority, 2013/14- 2017/18



Domestic rapes account for just over 30% of the rape offences reported to Hampshire Police. Peer on peer rapes currently account for 12% of all current reported rape in Hampshire and there has been a 37% increase in reported peer on peer offending since 2014. Almost four in ten cases of peer on peer rape in Hampshire is reported as by an acquaintance. 68% of victims and suspects/offenders were approximately the same age.

The profile of known rape suspects/offenders in Hampshire is typically opportunistic young males with existing police records. The average age of a rape suspect/offender is 30 years old, with 16% being under the age of 18 at the time of the offence. Twenty nine per cent had also gone on to commit further offences following their substantive rape offence, namely assaults and domestic offences. There is evidence that half of these perpetrators are likely to be linked to further sexual offences in their adult life.

The profile of known rape victims suggests a number of vulnerability factors; they are predominantly female and 26% of victims were under the age of 18, 18% had been flagged as a vulnerable person, over three quarters also linked to domestic abuse, and one in five had been the subject of child protection/child abuse occurrences. These findings are consistent with current research suggesting an increased risk of harm and adversity from those experiencing Adverse Childhood Experiences (ACEs) in their formative years.

Evidence for sexual violence prevention

Risk and vulnerability factors demonstrate the importance of identifying vulnerable children and families for early multi-agency intervention and engagement. Offender and victim profiles also reinforce the importance of the early identification of those presenting harmful sexual behaviours (HSB) and vulnerabilities.

Teaching young people about well-functioning and acceptable behaviour in relationships may prevent sexual violence. Peer-led sex education programmes such as Apause (Added Power and Understanding in Sex Education) teach negotiated sexual behaviours and mutual respect. Peer education has also been found to be effective in relation to drug and alcohol education and to be a key element of successful youth programmes²⁴.

In the UK, students can take part in a 'Bystander intervention' training. It aims to give students the confidence to take action when witnessing domestic and sexual violence in peers and question certain social attitudes surrounding sexual violence victims²⁵.

Programmes in Hampshire

Relationships Education in primary schools and Relationships and Sex Education in secondary schools will become a statutory requirement from September 2020, and the guidance²⁶ suggests that this should include teaching in primary school of the features of healthy friendships and relationships and the differences between appropriate and inappropriate forms of contact. Teaching in secondary school should include a range of topics such as healthy friendships, bullying, how to determine whether peers, adults or sources of information are trustworthy, whether relationships are safe and how to seek help or advice, as well as what constitutes sexual harassment and sexual violence, sexual exploitation and abuse.

Our sexual health services use guidance to support them in the early identification and intervention for violence, especially domestic violence. We will ensure guidance is embedded throughout the service.

There are a number of services in Hampshire to support men and women who have experienced sexual violence, including rape and sexual assault.

24 Butler G, Hodgkinson J, Holmes E, Marshall S. Evidence Based Approaches to Reducing Gang Violence. A Rapid Evidence Assessment for Aston and Handsworth Operational Group. Birmingham: Government office West. Midlands and Home Office Regional Research Team, July 2004. http://www.civilservice.gov.uk/wpcontent/uploads/2011/09/rea_gang_violence_tcm6-5863.pdf

25 NICE. Bystander interventions: A new approach to reduce domestic violence in universities 2014. <https://www.nice.org.uk/news/blog/bystander-interventions-a-new-approach-to-reduce-domestic-violence-inuniversities>

26 Relationships Education, Relationships and Sex Education (RSE) and Health Education Guidance for governing bodies, proprietors, head teachers, principals, senior leadership teams, teachers. Draft for consultation: July 2018. Department for Education.

7. Summary

In this report I have introduced the rationale for a public health approach to preventing violence and described the impact of interpersonal violence in Hampshire. Despite Hampshire being a relatively safe place to live, the numbers of violent incidents are increasing. Every incident has a devastating impact on the individuals involved, their families and communities. This report gives me a chance to reflect on this and consider the actions we can take to reverse this trend, recognising that all violence is preventable.

Whilst recognising the many forms interpersonal violence can take, I have focused on four types of violence. These are all areas where Public Health commissioned services play a direct or indirect role: alcohol and drug related violence; domestic violence; child and adolescent to parent violence and sexual violence. For each area I have explored what we understand about this type of violence including quantifying the scale of the issue in Hampshire where possible, the evidence of what works and the programmes available to prevent violence in Hampshire, including the challenges faced. There are shared themes across these four areas, from which I have pulled together the following recommendations for actions.

Priorities for action in Hampshire

- Reduce children and young people's risk factors for violence, by working with schools and other youth settings to raise awareness of the new requirements for both Relationships Education, and Relationships and Sex Education and to implement them from September 2020.
- Improve children and young people's emotional health by implementing the Starting Well for Emotional Wellbeing and Mental Health Strategy.
- Ensure that schools are aware of the comprehensive drugs and alcohol service available to them which includes bulletins, workshops, training for staff and targeted work with young people who are vulnerable and at risk.
- Shape the availability of alcohol in local areas, by providing public health advice to district/borough Statement of Licensing Policies and supporting the licensing decision process.
- Raise public awareness of preventative services and the public's role in safeguarding through a range of different channels and media, and by utilising a range of messengers including community champions.
- Ensure all frontline health and care services work together to identify, support and refer those at risk of violence, those experiencing violence and those who perpetrate violence, by ensuring appropriate staff training and care pathways are in place and by monitoring the impact.
- Lead and contribute to multi-agency partnerships to reduce serious violence, through a 'whole system' approach to dealing with DVA, with all areas of the system acknowledging, owning and resourcing their responsibilities in addressing the complex issues relating to DVA for all members of the family.
- Work in partnership to improve the identification of and support for those who are vulnerable and at risk by contributing to multi-agency intelligence systems.

8. Further Support

Substance Misuse Services

Hampshire drug and alcohol treatment and recovery services <https://www.inclusionhants.org/>

- Services for those 25+ 0300 124 0103
- Services for young people up to 25 years 0845 459 9405
- Family and carer support service 023 8039 9764

Hampshire Domestic Abuse Service

Hampshire Domestic Abuse Service is the first point of contact for information, advice, assessment and triage for victims, their children, perpetrators and professionals. This will allow anyone to gain information or be referred into the right service for them, depending on their need and assessed risk level. This will include signposting and referral to partner services, where appropriate.

The telephone number is 0330 016 5112 and the email address for referrals is advice@stopdomesticabuse.uk and/or advice.hampshire@stopdomesticabuse.cjsm.net

Professionals who wish to submit written referrals can do so via www.hamptontrust.org.uk

Child or Adolescent to Parent Violence

Family Lives – Information and advice and helpline. <https://www.familylives.org.uk> 0808 800 2222

Sexual Health Services

Integrated sexual health services including contraceptive services, advice testing and treatment for sexually transmitted infections.

<https://www.letstalkaboutit.nhs.uk/> 0300 300 2016

Treetops Sexual Assault Referral Centre

For anyone over the age of 13 who has been a victim of rape or serious sexual assault within Hampshire. Specially trained staff provide a range of sensitive and well-informed support in a non-judgmental manner.

<https://www.solent.nhs.uk/treetops/> 0300 123 6616

Rape Crisis Services

Provide a range of support services for people who have been affected by rape, sexual assault or sexual abuse, at any time in their lives.

Basingstoke Rape and Sexual Abuse Crisis Centre (BRASACC) www.brasacc.com

Winchester Rape & Sexual Abuse Counselling (RASAC) www.rasac.org.uk

Portsmouth Abuse & Rape Counselling Service (PARCS) www.parcs.org.uk

Southampton Rape Crisis (SRC) www.southamptonrapecrisis.com

Hampshire Multi-Agency Safeguarding Hub (MASH)

To discuss or report safeguarding concerns in adults or children.

<https://www.hants.gov.uk/socialcareandhealth/childrenandfamilies/safeguardingchildren/childprotection/mash>

For all emergency cases dial 999.

Children

0300 555 1384 during office hours 8.30-5pm Monday to Thursday, 8.30-4.00pm on Friday.
Or 0300 555 1373 Out of Hours.

Adults

0300 555 1386 during office hours 8.30-5pm Monday to Thursday, 8.30-4.00pm on Friday.
Or 0300 555 1373 Out of Hours.