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NOTICE OF MEETING

Meeting	Policy and Resources Select Committee
Date and Time	Friday, 24th September, 2021 at 10.00 am
Place	Wellington Room, EII Court South, Winchester
Enquiries to	members.services@hants.gov.uk

Carolyn Williamson FCPFA
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 5 - 8)

To confirm the minutes of the previous meeting held on 25 June 2021.

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. COUNTY COUNCIL PRIORITIES

To receive a verbal update from the Chief Executive on the priorities for the County Council.

7. SAVINGS PROGRAMME TO 2023 – REVENUE SAVINGS PROPOSALS FOR CORPORATE SERVICES (Pages 9 - 150)

For the Select Committee to scrutinise revenue savings proposals that have been developed as part of the Savings Programme to 2023.

8. SAVINGS PROGRAMME TO 2023 - REVENUE SAVING PROPOSALS FOR EMERGENCY PLANNING (Pages 151 - 176)

For the Select Committee to scrutinise revenue savings proposals that have been developed as part of the Savings Programme to 2023.

9. SAVINGS PROGRAMME TO 2023 – REVENUE SAVINGS PROPOSALS FOR PROPERTY (Pages 177 - 226)

For the Select Committee to scrutinise revenue savings proposals that have been developed as part of the Savings Programme to 2023.

10. SAVINGS PROGRAMME TO 2023 – REVENUE SAVINGS PROPOSALS FOR HEALTH AND SAFETY (Pages 227 - 260)

For the Select Committee to scrutinise revenue savings proposals that have been developed as part of the Savings Programme to 2023.

11. WORK PROGRAMME (Pages 261 - 268)

To consider the Committee's forthcoming Work Programme.

ABOUT THIS AGENDA:

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

ABOUT THIS MEETING:

The press and public are welcome to attend the public sessions of the meeting. If you have any particular requirements, for example if you require

wheelchair access, please contact members.services@hants.gov.uk for assistance.

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

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Agenda Item 3

AT A MEETING of the Policy and Resources Select Committee of HAMPSHIRE COUNTY COUNCIL held at The Castle, Winchester on Friday, 25th June, 2021

Chairman:

* Councillor Jonathan Glen

Councillor Tom Thacker	* Councillor Jackie Porter
* Councillor Graham Burgess	Councillor Elaine Still
* Councillor Adrian Collett	* Councillor Bill Withers Lt Col (Retd)
* Councillor Alex Crawford	* Councillor Derek Mellor
* Councillor Tim Davies	* Councillor Zoe Huggins
* Councillor Wayne Irish	
* Councillor Peter Latham	
* Councillor Rob Mocatta	
* Councillor Kirsty North	
* Councillor Stephen Philpott	

*Present

Also present with the agreement of the Chairman: Councillor Stephen Reid, Executive Member for Performance, Human Resources and Partnerships.

1. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Elaine Still and Tom Thacker. Councillors Derek Mellor and Zoe Huggins attended the meeting as the Conservative substitutes.

2. **DECLARATIONS OF INTEREST**

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

3. **MINUTES OF PREVIOUS MEETING**

The minutes of the last meeting were reviewed, agreed and signed by the Chairman.

4. **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman welcomed everyone to the first meeting of this Committee held since the County Council elections in May. He also thanked former members of this Committee for their service during their tenure.

5. **DEPUTATIONS**

There were no deputations on this occasion.

6. **INTRODUCTION TO SELECT COMMITTEE - GOVERNANCE**

The Chairman introduced this item by highlighting his understanding of the role of scrutiny. The Committee then received a presentation from officers in Legal and Governance providing an introduction to scrutiny.

Members heard that the approach taken to scrutiny at Hampshire County Council encouraged scrutiny of issues prior to decision making. They were also advised that they could suggest topics, which were in the remit of this Committee, at any time for inclusion in its work programme.

RESOLVED:

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

7. **SERVING HAMPSHIRE - 2020/21 YEAR END PERFORMANCE REPORT**

The Committee received a report from the Chief Executive regarding Serving Hampshire – 2020/21 Year End Performance which was being considered by Cabinet at its meeting on 13 July 2021.

Members were advised that the County Council continued to perform well in the delivery of core public services during 2020/21. A combination of sound stewardship, strong public support and the exceptional commitment and flexibility of staff had enabled the County Council to remain resilient throughout the COVID-19 pandemic.

A number of detailed questions were answered including the implications of the areas of high risk for the Council, partnership working for consultations carried out by both district and County councils and % of waste diverted to landfill.

The Committee were made aware of the Hampshire Perspectives Residents Forum which was introduced last September to allow members of the public to have a voice. Recent surveys undertaken had included travel and transport, digital connectiveness and vaccinations and rapid testing.

Members were also updated on the Local Government and Social Care Ombudsman determinations for 2020/21. It was noted that all of the

recommended actions had been completed prior to the report being submitted to Cabinet.

During detailed discussions, a number of questions were answered relating to determinations within Children's Services Department. It was noted that scrutiny of this matter fell with the remit of the Children and Young People Select Committee. The Chairman of that Select Committee confirmed that this matter was included on its work programme for later in the year.

RESOLVED:

That the Select Committee:

- a) notes the County Council's performance for 2020/21;
- b) notes progress to advance inclusion and diversity;
- c) notes the findings of the 2019-20 Local Government and Social Care Ombudsman report; and
- d) notes the determinations of the LGSCO released on 20 May 2021.

8. **SERVING HAMPSHIRE STRATEGIC PLAN 2021-2025 AND CORPORATE PERFORMANCE MANAGEMENT FRAMEWORK**

The Committee considered a report of the Assistant Chief Executive on the new Serving Hampshire Strategic Plan for 2021-2025, and its accompanying Corporate Performance Management Framework.

Members were advised that the proposed new Strategic Plan for 2021-2025 set out the ambitions and priorities for Hampshire County Council for the term of the new Administration. It reflected the significant challenges facing the County Council during this period and where it would focus its efforts to ensure resources were targeted where they were most needed. It was noted that the new Plan took into account:

- wider policy landscape
- strategic priorities identified by the Hampshire 2050 Commission of Inquiry
- proposed activity to support Hampshire's recovery and restoration from the COVID-19 pandemic
- impact of health and social inequality highlighted/exacerbated by COVID-19 and the need to advance social equality

During discussion, a number of questions were answered including partnership working with the voluntary and community sector and our commitment to the Armed Forces Covenant.

RESOLVED:

That Policy and Resources Select Committee:

- a) notes the proposed new Serving Hampshire Strategic Plan 2021- 2025;

b) notes the proposed changes to the Corporate Performance Management Framework.

9. **ANNUAL REPORT OF THE SELECT COMMITTEES**

The Committee received the annual report providing a summary of the work of each of the Select Committees over the last 12 months.

The Chairman thanked those former and current Chairman of each of the Select Committees for their work over the past year.

RESOLVED:

That the Policy and Resources Select Committee approves the summary of the work of each of the Select Committees over the past year, for submission to County Council as the Scrutiny Annual Report.

10. **WORK PROGRAMME**

The Committee received the report and in doing so, the Chairman confirmed that Members were welcome to suggest topics to himself or the Democratic and Member Services Officer supporting the meeting. During discussion, the Committee agreed to receive an item on the County Council's approach to consultation and engagement.

RESOLVED:

That the Work Programme be agreed with the addition of receiving a report on the County Council's approach to consultation and engagement at a future meeting.

Chairman,

HAMPSHIRE COUNTY COUNCIL

Cover Report

Committee:	Policy and Resources Select Committee
Date:	24 September 2021
Title:	Savings Programme to 2023 – Revenue Savings Proposals
Report From:	Director of Corporate Operations, Director of HR, OD and Communications & Engagement and Head of Law and Governance

Contact name: Stephanie Randall, Head of Corporate Services Transformation

Tel: 03707 791776

Email: Stephanie.randall@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to outline the detailed savings proposals for Corporate Services that have been developed as part of the Savings Programme to 2023 (SP2023) Programme.
2. The report also provides details of the Equality Impact Assessments (EIAs) that have been produced in respect of these proposals and highlights where applicable, any key issues arising from the public consultation exercise that was carried out over the summer and how these have impacted on the final proposals presented in this report.
3. The Executive Member for Policy and Resources is requested to approve the detailed savings proposals for submission to Cabinet in October and then full County Council in November, recognising that there will be further public consultation for some proposals.

Recommendation

That the Policy and Resources Select Committee consider the detailed savings proposals and:

Either:

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

Or:

5. Agree any alternative recommendations equivalent in value to the required Savings Programme 2023 total, to the Executive Member for Policy and Resources in regards to the budget proposals set out in the report.
6. Agree any feedback or comments relating to the Select Committee's recommendations for consideration by the Executive Member when making their decision.

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Executive Member for Policy and Resources
Date:	28 September 2021
Title:	Savings Programme to 2023 – Revenue Savings Proposals
Report From:	Director of Corporate Operations, Director of HR, OD and Communications & Engagement, and Head of Law and Governance

Contact name: Stephanie Randall, Head of Corporate Services Transformation

Tel: 03707 791776

Email: Stephanie.randall@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to outline the detailed savings proposals for Corporate Services that have been developed as part of the Savings Programme to 2023 (SP2023) Programme.

Recommendation(s)

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

Executive Summary

3. This report outlines the detailed savings proposals for Corporate Services departments that have been developed as part of the Savings to 2023 (SP2023) Programme. The report also provides details of the Equality Impact Assessments (EIAs) that have been produced in respect of these proposals and highlights where applicable, any key issues arising from the public consultation exercise that was carried out over the summer and how these have impacted on the final proposals presented in this report.
4. The Executive Member is requested to approve the detailed savings proposals for submission to Cabinet in October and then full County Council in November, recognising that there will be further public consultation for some proposals.

Contextual Information

5. Members will be fully aware that the County Council has responded 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).
6. Whilst in more recent years there have been no reductions in government grant to deal with, what small increases there have been have not been sufficient to cover inflationary increases, coupled with a continued (and growing) underfunding for social care demand pressures.
7. 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 albeit elements of more recent programmes have taken longer to deliver as they become more complex.
8. 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 Councils, with eight authorities having been granted exceptional financial support packages by Government in response to unmanageable pressures arising in 2020/21 and 2021/22. Furthermore, the County Council is accounting for the specific financial challenges arising as a result of the Coronavirus pandemic on a non-recurrent basis and expects to meet these challenges within the existing support package from Government, together with funding already set aside for this purpose. This is testament to the strength of the Council's underlying financial position owing to the success of its service transformation agenda and prudent financial management approach.
9. However, Covid-19 has impacted delivery of both the Transformation to 2019 (Tt2019) and Transformation to (Tt2021) programmes, with £45m of outstanding savings still to deliver. Whilst sufficient resources have been set aside to cover this delayed implementation, the need to commence the successor programme will require twin-tracked delivery of change programmes, presenting a significant challenge for services. SP2023 will seek to achieve an additional £80m of savings, bringing the total savings to be delivered over the next two years to £125m and cumulatively to £640m in total.

10. It is recognised that each successive transformation programme is becoming more difficult to deliver as the potential to achieve further permanent cost reductions through early intervention and demand management and prevention approaches is reduced. Given the level of savings already achieved and the shortened timescales for delivery, the SP2023 programme will focus primarily on services that may be reduced or stopped rather than on driving further transformative change, although opportunities for transformation, efficiencies and income generation will of course continue to be pursued.
11. The ongoing impacts of the pandemic continue to present capacity challenges for operational teams and their ability to support transformation programmes has been limited as a result. However, with the acute impacts of the pandemic beginning to recede, existing change programmes in Economy, Transport & Environment, Adults and Children's social care will continue to be progressed alongside delivery of the SP2023 programme.
12. The announcement of a further single year Spending Review covering the period to March 2022 has placed the County Council in a very difficult position in terms of future financial planning. Given the lack of any certainty after this period, the County Council has had no choice but to assume that savings required to meet a two-year gap of at least £80m will be required by April 2023 as we cannot take the risk of delaying the programme until 2024. Furthermore, the financial constraints created by Covid-19 mean that there will be no funding available to cash flow a savings programme beyond April 2023.
13. The business as usual deficit in 2022/23, forecast to be £40.2m, has been provided for and will be drawn from the Budget Bridging Reserve in line with our normal strategy. However, given the current medium-term deficit due to Covid-19 pressures and the resulting financial response package, which uses up all available financial flexibility and still requires significant additional government funding, it is critical that SP2023 is delivered by 1 April 2023.
14. Departments have looked closely at potential opportunities to achieve the required savings and unsurprisingly the exercise has been extremely challenging because savings of £560m have already been driven out over the past eleven years, and the fact that the size of the target (a further 10% reduction in departmental cash limited budgets) requires a complete "re-look"; with previously discounted options potentially 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 SP2023 Programme target to be delivered.
15. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks between 7 June and 18 July. The consultation was widely promoted to stakeholders and

residents and asked for their views on ways the County Council could balance its budget in response to continuing pressures on local government funding, and still deliver core public services.

16. The consultation was clear that a range of options would be needed to deliver the required £80m of savings by 2023. Therefore, whilst each option offers a valid way of contributing in part to balancing the budget – plugging the estimated £80m gap in full will inevitably require a combination of approaches. For example, the Information Pack illustrated the amount of savings that would still be required even if council tax was increased by up to 10%. It explained that the £80m estimated budget shortfall took into account an assumed increase in ‘core’ council tax of 1.99% and an increase in the Adult Social Care Precept of 2% in both 2022/23 and 2023/24. 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 ‘spare’ reserves would only provide a temporary fix, providing enough money to run services for around 14 days.
17. As the consultation feedback confirms, a number of different approaches are likely to still be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:
 - **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children
 - **using reserves carefully** to help meet one-off demand pressures
 - **maximise income generation** opportunities;
 - **lobby central government** for legislative change to enable charging for some services;
 - **minimise reductions and changes to local services** wherever possible, including by raising council tax by 3.99%;
 - consider further the opportunities for **changing local government arrangements** in Hampshire;
 - Consider further the opportunities around **devolution of financial powers** in response to the Government’s County Deal and levelling up agenda.
18. Executive Lead Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals for this report. Responses to the consultation will similarly help to inform the decision making by Cabinet and Full Council in October and November of 2021 on options for delivering a balanced budget up to 2023/24, which the Authority is required by law to do.

19. 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 SP2023 Programme have helped to shape the final proposals presented for approval in this report.

Budget Update

20. Members will be aware that 2019/20 represented the final year of the previous multi-year Spending Review period. Single year Spending Reviews were undertaken for 2020 and 2021 due to the significant levels of economic and fiscal uncertainty associated with the UK's departure from the European Union and impacts of the Coronavirus pandemic respectively. The Government's decision to suspend multi-year budget planning and revert to annual spending rounds for most departments means that the prospects for local government finance beyond 2021 remain uncertain.
21. In recent years, significant lobbying of the Government has been undertaken by Hampshire and the wider local government sector in order to ask them to address the financial pressures we are facing and to convince them to provide an early indication of the financial resources available to local authorities over the medium term.
22. At the time of writing, there has been no announcement from the Government regarding the 2021 Spending Round. Members will be briefed on the detail of the Spending Round as part of the updated Medium Term Financial Strategy when available.

Savings Programme to 2023 – Departmental Context/Approach

23. The savings target for Corporate Services is **£4.468m**.
24. Following on from the successful delivery of the Transformation to 2019 and 2021 programmes of efficiency savings, Departmental Management teams have identified a number of further opportunities that will seek to deliver this target.
25. These opportunities have been developed with the intention of further building on previous efficiencies delivered, but also to explore where departments can deliver new savings (and maximise income generation), considering continuing and challenging funding reductions.
26. The proposed savings programme for Corporate Services will focus on the delivery of efficiency savings required by April 2023, but will also continue to build on, and further improve where possible, changes to the delivery of key

support services implemented as part of the Transformation to 2019 and 2021 programmes.

27. However, it is important to note that Corporate Services departments will continue to provide critical support to the wider County Council during the delivery of their own savings programmes.
28. Whilst in relative terms Corporate Services Departments are in quite a strong financial position, pressure continues to build in these areas, especially following the further reduction in the budget for 2021/22.
29. In addition, as a proportion of the savings for Corporate Services will be delivered through a reduction in staff, many of the proposals are likely to result in a change to the way in which other departments receive support from Corporate Services teams.

Corporate Operations:

30. The Corporate Operations department comprises:
 - Finance;
 - Pensions, Investments and Borrowing;
 - Integrated Business Centre (IBC) - providing transactional services such as payroll, payments to suppliers, and resourcing services;
 - Information Technology;
 - Internal Audit;
 - Strategic Procurement.
31. The department has a savings target of **£3.585m**, a proportion of which is expected to be delivered through changes to service operating models which will lead to a reduction in workforce. This could impact the broader County Council through expecting managers to make greater use of self-service and do more for themselves, where this is considered appropriate.
32. However, in addition to providing these services to the County Council, Corporate Operations also shares a number of these with our partners Hampshire Constabulary, Hampshire Fire and Rescue Service, Oxfordshire County Council, and the London Borough of Hammersmith & Fulham, Westminster City Council and Royal Borough of Kensington & Chelsea. Delivering efficiencies within these shared services will benefit all partners including the County Council and remains therefore a focus for the department's future savings strategy along with the potential for the expansion of shared services.

33. Further information on the specific initiatives and proposed changes to deliver the overall savings target is provided in the following paragraphs.
34. **Finance and Pensions** - Further changes will be made to the Finance Service operating model to drive out additional efficiencies, and reduce demand on the service through greater automation, standardisation and self-service for budget managers.
35. In addition, further contributions from new partnerships for pension administration services are expected to further contribute to the delivery of the savings target.
36. Overall, these changes are expected to contribute **£394,000** towards the department's savings programme target for 2023.
37. **Shared Services - Integrated Business Centre (IBC) and Shared Services Transformation** – The County Council will receive a share of the efficiency savings already achieved within the IBC for the Shared Services partnership. Further on-going efficiencies are anticipated through reductions in failure demand, further automation of internal processes, and the removal of non-standard business processes.
38. Through managing demand into the service, as well as maximising potential partnership contributions to support service development programmes of work, it is expected that savings in the region of **£597,000** will be made toward the department's savings programme for 2023.
39. **Information Technology** – A further range of proposals are proposed to deliver savings within the IT service. These include:
- Continuing the consolidation and rationalisation of technology, including asset sweating and reviewing specifications of hardware;
 - Further savings from management of IT's 3rd party supply chain and removal of redundant services and unused software licences;
 - Changes to operating models to drive out further savings, and to more efficiently manage demand into IT;
 - Other operational efficiencies including reducing travel costs, power consumption, accommodation costs.
40. Overall, IT expect to contribute **£2.348m** toward the department's savings target.
41. **Internal Audit** – Through ongoing reviews of the operating model and by optimising available technology to build on the current 'virtual audit' approach

adopted during the pandemic, together with growth of the Southern Internal Audit Partnership, a further **£74,000** will be contributed towards the department's savings target.

42. **Strategic Procurement** – By increasing the amount of income generating work the team undertakes for other local authorities, without the need to increase the size of the team, Strategic Procurement is expected to contribute **£172,000** towards the department's savings programme for 2023.

HR, Organisational Development (OD), Communications and Engagement:

43. The HR, OD and Communications and Engagement department comprises:

- HR Policy & Casework, and Occupational Health;
- Organisation Development and Design – including Leadership and Management development;
- Communications and Engagement, which also includes marketing, advertising, and insight services – e.g., public consultation and engagement, behaviour change research, and corporate performance.

44. The department has a total savings target of **£421,000** by April 2023, a proportion of which is expected to be delivered through changes to service operating models which will lead to a reduction in workforce in some areas. As with other departments within Corporate Services, this is likely to impact the broader County Council with managers being asked to make greater use of self-service and do more for themselves, where this is considered appropriate.

45. **HR Policy & Casework, and Occupational Health** – Changes in the operating model will result in support no longer being provided by the HR Casework team for stage 1 formal absence cases, reducing the demand on the HR helpdesk. In addition, the thresholds for Occupational Health referrals will be reviewed, increasing the use of self-diagnoses and early triage of cases.

46. Together with a small amount of efficiency savings already achieved, and a minor reduction in the HR Organisational Change team, it is expected that savings of **£140,000** will be achieved for these service areas.

47. **Leadership and Management Development** – Changes to the operating model for this service area will drive out further efficiencies and reduce demand on services. This will include streamlining business process and systems and the removal of duplication across the wider department. These

changes are expected to contribute savings in the region of **£148,000** for the department's 2023 savings programme.

48. **Communications and Engagement** – the savings target for this service will be achieved through re-distributing historically unallocated funding from Policy & Resources Grant budget to support core Communications and Engagement expenditure. This will contribute **£133,000** towards the department's savings programme for 2023.

Law and Governance:

- 48.1. The Law and Governance department comprises:

- Legal Services
- Governance and Democratic services.

49. The department has a savings target of **£462,000**. The savings proposals continue with a strategy started in previous cost reduction programmes insofar as it combines further efficiencies from changes to service operating models and increased levels of income from traded services.

50. **Legal Services** – Changes which will reduce demand into Legal services, together with a planned increase in external income and changes to rates charged to external clients and other housekeeping efficiencies, is expected to deliver savings of **£437,000** for the departments savings programme for 2023.

51. **Governance** – savings are expected to be achieved through the further management of demand and increasing capacity to sell services externally. This is expected to contribute a further **£25,000** to the department's savings programme.

Summary Financial Implications

52. The savings target that was set for Corporate Services was £4.468m and the detailed savings proposals that are being put forward to meet this target are contained in Appendix 1.

53. The work already completed to develop these proposals has demonstrated that these are complex in nature and challenging to deliver. Departments will be required to fully develop plans and implement the necessary service changes and ensure that they fully exploit the technical capabilities already invested in through the County Councils Digital strategy.

54. In addition, it is recognised that many of the support services will be required to continue to provide support to other departments across the County Council (for example by Corporate Services to support the delivery of broader Savings Programme 2023) whilst progressing the delivery of their own savings. This consideration is expected to further influence the timing for when some of these proposals will be fully implemented.
55. Departments expect however to be able to support the cost of implementation through cost of change reserves generated from early planning and delivery of savings, including over achievement of Tt2021 savings. As such, the risk of not delivering is considered to be relatively low.

Workforce Implications

56. Appendix 1 also provides information on the estimated number of reductions in staffing as a result of implementing the proposals.
57. Of the **48.0 to 52.0** full-time equivalent (FTE) posts that may be affected, it is anticipated that savings for the majority of these will be achieved through natural turnover within the relevant services and the ending of short-term contracts. The remainder would need to be managed down between now and the implementation date of any changes.
58. The County Council's approach to managing down staff levels in a planned and sensitive way through the use of managed recruitment, redeployment of staff where possible and voluntary redundancy where appropriate will be continued.

Climate Implications

59. Hampshire County Council utilises two decision-making tools to assess the carbon emissions and resilience of its projects and decisions. These tools provide a clear, robust, and transparent way of assessing how projects, policies and initiatives contribute towards the County Council's climate change targets of being carbon neutral and resilient to the impacts of a 2°C temperature rise by 2050. This process ensures that climate change considerations are built into everything the Authority does.
60. Given that this report deals with savings proposals it is difficult to assess any specific climate change impacts at this stage, but assessments will be undertaken for individual proposals, if appropriate as part of the implementation process.

Consultation, Decision Making and Equality Impact Assessments

61. As part of its prudent financial strategy, the County Council has been planning since June 2020 how it might tackle the anticipated deficit in its budget by 2023/24. As part of the MTF5, which was last approved by the County Council in September 2020, initial assumptions have been made about inflation, pressures, council tax levels and the use of reserves. Total anticipated savings of £80m are required and savings targets were set for departments as part of the planning process for balancing the budget.
62. The proposals in this report represent suggested ways in which departmental savings could be generated to meet the target that has been set as part of the SP2023 Programme. Individual Executive Members cannot make decisions on strategic issues such as council tax levels and use of reserves and therefore, these proposals, together with the outcomes of the *Serving Hampshire - Balancing the Budget* consultation exercise outlined below, will go forward to Cabinet and County Council and will be considered in light of all the options that are available to balance the budget by 2023/24.
63. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks from 7 June to the 18 July 2021. The consultation was promoted to residents and stakeholders through a range of online and offline channels including: the County Council's website, social media channels, Hampshire Perspectives residents' forum and Your Hampshire e-newsletter; in County Council libraries and buildings and on electronic noticeboards in GP surgeries and healthcare settings; via media releases to the local TV, radio and written press; via targeted social media advertising; and through direct mail contact to a wide range of groups and organisations across Hampshire (such as district and parish councils, schools, voluntary and community sector groups and organisations, service providers), which promoted onward dissemination, as well as response. 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.
64. 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 2023. 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%.
65. 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.
66. 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 1.99% and an increase in the Adult Social Care Precept of 2% in both 2022/23 and 2023/24. 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 'spare' reserves would only provide a temporary fix, providing enough money to run services for around 14 days.
67. 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.
68. A total of 2,027 responses were received to the consultation – 1,931 via the Response Forms and 96 as unstructured responses through email, letter and social media.
69. The key findings from consultation feedback are as follows:
- Agreement that the County Council should carry on with its **financial strategy** now stands at 45%, compared with 52% in 2019, and 65% in 2017. 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).
 - The data suggests that respondents are concerned about the implications of further service changes and charges and increasingly feel that the solution lies with nation Government.
 - Both data and verbatim comments indicate the respondents want the County Council to **lobby central Government** for further funding and to allow additional charging in a number of areas:
 - 87% agreed with lobbying for additional funding to deliver social care services for adults and children;

- 69% agreed with lobbying for increased central government grant funding for libraries;
 - 66% agreed with updating the 1964 Public Libraries and Museums Act to enable service modernisation;
 - 62% agreed with means testing/ charging for Home to School Transport (HtST);
 - 60% agreed with charging £10 for issuing an Older Person’s Bus Pass;
 - 51% agreed with making change to the charging approach for non-residential social services.
- However, there were exceptions, namely that:
 - Most respondents (52%) did not feel that it would be appropriate to lobby for charges relating to Household Waste Recycling Centre’s (HWRCs);
 - 47% disagreed (compared to 38% who agreed) that councils should be permitted to charge a 25% per journey fare for concessionary travel.
 - A clear majority of respondents (63%) agreed that the County Council should explore further the possibility of changing local government arrangements for Hampshire.
 - No majority view was achieved for any of the other proposals, but the weight of opinion veered slightly towards agreement with:
 - The position that reserves should not be used (48% agreement vs 42% disagreement);
 - That existing service charges could be raised (45% agreement vs 33% disagreement).
- And towards disagreement with:
- Introducing new service charges (47% disagreement vs 41% agreement);
 - Reducing or changing services (49% disagreement vs 36% agreement).
- A slight majority of respondents (52%) preferred that the County Council raise **Council Tax** by less than 3.99%. This compared to 21% of respondents whose first choice was to raise council tax by 3.99% and 27% who would choose an increase of more than 3.99%.
 - Suggestions for income generation most commonly related to charges that the County Council could apply. There was also frequent mention of changes to how Council Tax is collected, delivering efficiencies in Council services, ways that the Council could save costs to its operational budget, and suggestions that the County Council could

improve its return on investments and adopt more commercial practices.

- Around half of respondents specified impacts that they felt would arise should the County Council continue with its financial strategy and approve the proposed options. Almost half of these related to the protected equalities characteristic of age (47%) – most often the effect on children and young people – with impacts on poverty (33%), disability (30%), and rurality (23%) also commonly mentioned. The potential environmental impacts were also noted in a third of the comments submitted (34%). The specific nature of the perceived impacts primarily related to reduction in service quality or availability and the personal financial impacts of increased taxation or charging.
- Efficiency savings were the most common focus of additional suggestions, incorporating staffing, contractor and Member costs, process efficiencies and more effective use of building space.
- The 96 unstructured responses to the consultation, submitted via letter / email or on social media, primarily focussed on the perceived impacts of the proposals, stating concern about reductions to services and the need to focus on reducing costs and lobbying national government for additional funding in preference to raising local taxes.

Proposals following consultation feedback

70. Executive Lead Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals. As the consultation feedback confirms, a number of different approaches are likely to still be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:

- **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children
 - **using reserves carefully** to help meet one-off demand pressures
- **maximise income generation** opportunities;
- **lobby central government** for legislative change to enable charging for some services;
- **minimise reductions and changes to local services** wherever possible, including by raising council tax by 3.99%;
- consider further the opportunities for **changing local government arrangements** in Hampshire;
- Consider further the opportunities around **devolution of financial powers** in response to the Government's County Deal and levelling up agenda.

71. The proposals set out in Appendix 1 have, wherever possible, been developed in line with these principles. For example, maximising our opportunity to grow our sold and traded services (e.g. within Legal Services and Strategic Procurement), or extending our partnership arrangements (e.g. Shared Services – IBC, Pension Services and within Internal Audit).
72. Following the Executive Member Decision Days, all final savings proposals will go on to be considered by the Cabinet and Full Council in October and November – providing further opportunity for the overall options for balancing the budget to be considered as a whole and in view of the consultation findings. Further to ratification by Cabinet and Full Council, some proposals may be subject to further, more detailed consultation.
73. In addition to the consultation exercise, Equality Impact Assessments (EIAs) have been produced for all the savings proposals outlined in Appendix 1 and these have been provided for information in Appendix 2. These will be considered further and alongside a cumulative EIA by Cabinet and Full Council. The cumulative assessment provides an opportunity to consider the multiple impacts across proposals as a whole and, therefore, identify any potential areas of multiple disadvantage where mitigating action(s) may be needed.
74. Together the *Balancing the Budget* consultation and Equality Impact Assessments have helped to shape the final proposals presented for approval in this report.

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> Medium Term Financial Strategy Update https://democracy.hants.gov.uk/documents/s53375/MTFS%20-%20Cabinet%20FINAL.pdf	<u>Date</u> Cabinet - 14 July 2020 County Council – 16 July 2020
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:

A full Equalities Impact Assessment has been undertaken for each of the savings options and these are included as a separate appendix to this report (Appendix 2).

Corporate Services – Proposed Savings Options (Subject to consultation where appropriate)

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
Corporate Operations						
FIN-01	<p>Finance and Pensions</p> <p>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. Pursuit of increased partnership contributions through the provision of pension administration services to new partners.</p>	<p>This continues changes the operating model started as part of the previous transformation programmes, and which may have an impact on budget managers across departments. However, the phased rollout ensures that there is support available over an extended period to minimise the impact as far as possible, and staff reductions will be managed through natural wastage.</p>	200	394	394	1.0 to 4.0
IBC-01	<p>Shared Services - Integrated Business Centre</p> <p>HCC's share of efficiency savings already achieved and to be released across the Shared Services Partnership in 2021/22.</p> <p>Further on-going partnership efficiencies are anticipated in relation to reductions in failed demand and further automation of internal processes. Savings will be captured on an on-going basis through vacancy management and released as part of the partnership's annual budget setting process.</p>	<p>Release of efficiencies achieved due to on-going automation and compliance with self-service operating model reducing failed demand. HCC receive a proportional share of the overall savings delivered for the partnership (approx. 37%).</p>	230	342	342	0.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	Maximising draws on available partnership contributions to support service development activities, currently underwritten by HCC.					
IBC-02	Shared Services – Integrated Business Centre Ringfenced reduction of 1 FTE in HCC General Enquiries team, delivered through on-going demand management.	Reduced headcount in the HCC General Enquiries team due to demand reduction associated with optimisation of call routing on Touch Point (automatically directing contact to Service Departments) and on-going digital channel shift of the contact model reducing volumes of telephone contact.	19	19	19	1.0
IBC-03	Shared Services - Integrated Business Centre Removal of HCC Legacy Activities not aligned to the IBC standard operating model. 3 key process areas to be addressed in 2021/22: i) Members Grants ii) Energy Payments iii) Care Payments (Foster Care Payments to be addressed in 2022/23).	Planned reduction in the size of the payments team overseeing legacy processes for Hampshire County Council. New processes will be aligned to the standard operating model for payments through standard interfaces with Line of Business Systems, or through the existing 'one-time vendor / No-PO App' as appropriate, utilising the self-service principles of the standard operating model.	50	150	150	13.0
TT-01	Shared Services - Transformation Changes to the operating model reflecting a reduction in demand. Maximisation of available partnership contributions, where	Potential reduction in resources could result in inability to respond flexibly to changing requirements or priorities for support for Shared	0	86	86	1.0 - 2.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	supporting added value programmes and projects to drive delivery of efficiency savings. Additional funding contributions will be sought to support HCC Corporate programmes, as appropriate.	Services, the department or across HCC for Corporate programmes.				
IT-01	IT - Technology Consolidation and Rationalisation Various consolidation, asset sweating, removal of technology and reduced technology specification.	Various consolidation and removal of technology. Some opportunities rely on sweating assets to reduce RCCOs, for example sweating the display screen estate.	293	993	993	0.0
IT-02	IT - Supply Chain efficiency Delivering savings from our 3rd party suppliers through negotiation, removal of redundant services and harvesting of unused software licences.	Reducing external spend with our supply chain through efficiencies, removal of redundant services and driving greater value.	0	270	270	0.0
IT-03	IT - Operating Model Changes Changes to the operating model to drive out further efficiencies and reduce demand on the service. This will include consolidating teams and removing posts automation, chatbots on the Service Desk, and ceasing to take 'How do I' calls.	Various changes to the operating model resulting in staff redundancies. vacancy management will be used wherever possible and appropriate.	361	850	850	22.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
IT-04	IT - Other efficiencies Reducing various budget line as a result of efficiencies and different ways of working. For example, Travel & Subsistence, Data Centre power, alternative lower cost training/digital learning.	Reduced incidental budgets though trend analysis supports the reductions as being achievable and sustainable.	235	235	235	0.0
IA-01	Internal Audit Review of operating model, optimising available technology and building on the virtual audit approach adopted during the pandemic. Supplemented by additional organisations joining the Partnership or realising existing vacancies in the structure.	Cultural change for Partners and SIAP staff of new operating model.	74	74	74	0.0
SP-01	Strategic Procurement Increase the amount of income generating work the team undertakes for other local authorities, without any increase to the size of the team.	Business process efficiencies would enable Strategic Procurement to accommodate the additional workload.	0	172	172	0.0
Sub-total - Corporate Operations			1,462	3,585	3,585	38.0 – 42.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
HR, Organisation Development, Communications and Engagement						
HR-01	<p>HR Casework Team</p> <p>Cease providing HR support for absence cases up to stage 1 formal absence cases (the first formal stage after informal action has concluded and has not led to the required improvement in attendance) which will require the manager to undertake any stage 1 absence cases activities without HR support. The majority of formal cases managed by the helpdesk are absence related. Manager to utilise online resources and guidance to be able to undertake the end-to-end process themselves.</p>	<p>Reduced requirement for HR Advisor support on the HR Helpdesk. Managers required to increase their level of competence and confidence to manage formal stage 1 cases without HR support. This may result in increased senior manager support to less experienced managers.</p>	32	32	32	1.0
HR-02	<p>Occupational Health (OH)</p> <p>Raise threshold for OH referrals with increased self-diagnose, triage and utilisation of the duty line - such that individuals do not always need to be seen by an Occupational Health Adviser (OHA).</p>	<p>Reduced demand on OHAs. Less staff will be seen by OH therefore managers will reduce the opportunity they have for professional input on absence/health management issues in lower risk cases. Individuals may feel that the organisation is less concerned about their well-being than previously, and managers may feel less supported by the organisation to manage absence effectively and well.</p>	38	38	38	1.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
HR-03	HR general Savings already delivered through existing efficiency programmes.	No impact - savings have been achieved.	32	32	32	0.0
HR-04	HR Organisational Change Reduction of 1.0 F grade post within the HR Organisational Change team, on completion of the SP23 programme.	Smaller (by one post) org change team on completion of SP23 HCC programme by Depts.	0	38	38	1.0
HR-05	Leadership and Management Development Changes to operating model to drive out further efficiencies and reduce demand on services. This will include streamlining business processes and systems supporting Workforce Development activities, and removal of duplication across HR more widely.	Minimal impact expected, although there will be a requirement for some new ways of working across the wider team.	148	148	148	5.0
CE-01	Communications and Engagement Redistribute historically unallocated funding from P&R Grant budget to CES core funding.	Use of historically unallocated funding will mitigate against minimal levels of core service levels being reduced.	0	133	133	0.0
Sub-total - HR, Organisation Development, Communications and Engagement			250	421	421	8.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
Law and Governance						
LG-01	Legal Services – Commercial Contracts Raise contract value which requires legal advice under the Constitution to either reduce capacity to make savings or increase income.	Departments would not have to seek legal advice on fewer contracts and Legal would administer fewer contracts. The released capacity could be used to generate external income.	0	50	50	0.0
LG-02	Legal Services - Commercial Contracts Manage demand to allow a vacant post not to be filled. Capacity generated through on-going closer working with Strategic Procurement.	Less capacity to scale up external income generation.	40	80	80	2.0
LG-03	Legal Services - general Reduce printing and other general expenditure costs.	No impact	10	25	25	0.0
LG-04	Legal Services - general Increase external income through generation of new business.	Less capacity available for the County Council.	0	130	130	0.0
LG-05	Legal Services - general Increase charging rates to external clients (current charges of around £1.5 million) and to externally funded projects (current charges	External clients and externally funded projects will be charged more for work delivered by Legal. This will include charges to developers.	77	152	152	0.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	or around £ 200k) to reflect the true cost of delivering Legal services as a result of a more sophisticated analysis of cost.					
LG-06	Governance - Risk & Information Management of demand to increase capacity to sell services externally. In particular to consider offering a DPO service for schools and Parish Councils.	Day to day resource of the County Council would be reduced but capacity would be retained for emergencies.	0	25	25	0.0
Sub-total - Law and Governance			127	462	462	2.0
Total - Corporate Services			1,839	4,468	4,468	48.0 – 52.0

EIAs – see separate document

Corporate Services EIAs

Department	Savings Programme reference(s)	Service Area
Corporate Operations	FIN-01	Finance and Pensions
	IBC-01 IBC-02 IBC-03	Shared Services – Integrated Business Centre
	TT-01	Shared Services - Transformation
	IT-01 IT-02 IT-03 IT-04	IT
	IA-01	Internal Audit
	SP-01	Strategic Procurement
	HR, Organisational Development, Communications & Engagement	HR-01
HR-02		Occupational Health
HR-03		HR – general
HR-04		HR – Organisational Change
HR-05		Leadership and Management Development
CE-01		Communications and Engagement
Law & Governance	LG-01 LG-02	Legal Services – Commercial Contracts
	LG-03	Legal Services - general
	LG-04 LG-05	Legal Services - general
	LG-06	Governance – Risk and Information

Corporate Operations

Name of SP23 proposal:	SP23 Opportunity Reference:
Finance and Pensions – Operating Model Changes and Income Generation	EIA –FIN 01 Corporate Operations 2021.04.08

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Rob Carr	Finance	Head of Finance	rob.carr@hants.gov.uk	0370 779 2647	08.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

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Section one – information about the service and service change

Service affected	Finance and Pensions
Please provide a short description of the service / policy/project/project phase	The Finance Service provides a range of financial services to Officers and Members across the County Council and in support of the wider shared services partnership. Pension Services provide pension administration services to employers within the Hampshire and West Sussex Pension Funds and also provide services to others through the shared service arrangements.

Please explain the new/changed service/policy/project

The proposed savings will be a combination of reduced staffing within the Finance Service as a result of moving towards a new way of providing budget management and forecasting primarily across the County Council which will generate efficiencies, together with the generation of additional income within Pension Services from the onboarding of new partners. The exact mix of savings and income is not known at this stage.

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

No

Describe the consultation or engagement you have performed or are intending to perform.

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

Engagement with staff will take place in due course if there are any potential reductions in numbers of posts.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				Staff
Disability		✓				Staff
Gender reassignment		✓				Staff
Pregnancy and maternity		✓				Staff
Race		✓				Staff
Religion or belief		✓				Staff
Sex			✓			Staff
Sexual orientation		✓				Staff
Marriage & civil partnership		✓				Staff
Poverty		✓				Staff
Rurality		✓				Staff

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	Yes
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No

Winchester	No
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Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Sex	The Finance and Pensions Service employs a disproportionately high number of women and therefore any potential reductions in staff numbers will most likely impact on females. However, this is rated as low since the decisions around any potential job losses will be based either on performance or through a voluntary redundancy scheme. Decisions will clearly not be based in any way at all on an individual's sex.
All Other Characteristics	The Finance and Pensions Service is not a public facing service, so there is no impact on service users as such. As highlighted above any potential staff reductions will be based on performance or through a voluntary redundancy scheme and will not be based on a person's characteristics. Any decisions to reduce staff will be subject to staff consultation which provides a further opportunity to consider if there are any negative impacts on protected groups.

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

Table 4 Explanation and mitigation for medium and high impacts

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

None	N/A	N/A	N/A
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If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting¹.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

N/A

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

As there are only low or neutral impacts it is not considered that a full EIA is necessary. This is consistent with the approach taken over the last 5 savings programmes, which have contained the same savings proposal for this Service.

Name of SP23 proposal:	SP23 Opportunity Reference:
Shared Services - Integrated Business Centre On-going Partnership efficiencies, demand reduction and removal of legacy activities	EIA IBC-01, IBC-02, IBC-03 Corporate Operations 2021.04.15

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Gary Westbrook	Corporate Resources	Head of Shared Services	gary.westbrook@hants.gov.uk	0370 779 894	15.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

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Section one – information about the service and service change

Service affected	<p>The Integrated Business Centre.</p> <p>This service provides the transactional infrastructure for HR and Finance activities across the County Council (including maintained schools) and a growing Public Sector Partnership including Hampshire Fire and Rescue Service, Hampshire Constabulary, Oxfordshire County Council, London Borough of Hammersmith and Fulham, Westminster City Council and Royal Borough of Kensington and Chelsea.</p> <p>Given the standard operating model across all Partners and the associated integrated teams, there is limited scope (beyond some legacy processes referred to below) to</p>
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	<p>release efficiencies for a single Partner in isolation. Therefore, any proposals need to be implemented across the Partnership and savings proportionally shared in accordance with the principles of the cost share model.</p>
<p>Please provide a short description of the service / policy/project/project phase</p>	<p>As above.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>Cost savings are to be released from the Integrated Business Centre through:</p> <ul style="list-style-type: none"> - Targeted reductions in failed demand; - Automation of internal processes; - Removal of HCC legacy activities not aligned to the standard operating model. <p>There is no impact in these saving proposals on the front-line service delivery of the County Council.</p> <p>The Corporate Management Team have been separately briefed on the removal of legacy activities, aligned to the implementations of new line of business systems for Adult Social Care, Energy Providers and Children’s Social Care, which will bring the County Council’s operating model in-line with the remaining Local Government Partners (OCC, LBHF, RBKC and WCC).</p> <p>A small headcount reduction, achieved through effective vacancy management, is proposed in the current General Enquiries Team, which will be delivered through on-going demand management and ensuring queries from members of the public are directed to front line service departments in the most efficient and automated manner for resolution.</p>

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

No

Describe the consultation or engagement you have performed or are intending to perform.

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

N/A

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				N/A
Disability		✓				N/A
Gender reassignment		✓				N/A
Pregnancy and maternity		✓				N/A
Race		✓				N/A
Religion or belief		✓				N/A
Sex		✓				N/A
Sexual orientation		✓				N/A
Marriage & civil partnership		✓				N/A
Poverty		✓				N/A
Rurality		✓				N/A

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	No
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	Principles of optimising digital channels and the self-service operating model are included within design decisions and service changes. For example, contact model changes introduced in the 2020/21 to continue to reduce failed demand have continued to promote digital self-service and digital channels (e.g. web, webchat). Call back functionality has been introduced for employees who are unable to utilise digital channels. This has ensured that all customers can continue to have access to the service through multiple channels and have increased choice.
Disability	
Gender reassignment	
Pregnancy and maternity	
Race	
Religion or belief	
Sex	
Sexual orientation	
Marriage & civil partnership	
Poverty	
Rurality	

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

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting².
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.

- Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

N/A

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

N/A

Name of SP23 proposal:	SP23 Opportunity Reference:
Shared Services - Transformation	EIA TT-01 Corporate Operations 2021.08.11

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Gary Westbrook	Corporate Operations	Director of Shared Services	gary.westbrook@hants.gov.uk	0370 779 894	11.08.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communication s & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communication s & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

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Section one – information about the service and service change

Service affected	Shared Services - Transformation Team
Please provide a short description of the service / policy/project/project phase	Delivery of key programmes and projects led by the Corporate Operations department, primarily relating to the Shared Services partnership.

Please explain the new/changed service/policy/project

Savings will be achieved through a combination of a small reduction in staffing levels within the Transformation Team, reflecting an expected reduction in demand, as well as maximising available partnership contributions to support delivery of value-added programmes and projects to drive further efficiencies. Any reduction in staffing is expected to be achieved through natural turnover.

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

No

Describe the consultation or engagement you have performed or are intending to perform.

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

Engagement with staff will take place in due course if there are any reductions in numbers of posts, which cannot be achieved through natural turnover.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				Staff
Disability		✓				Staff
Gender reassignment		✓				Staff
Pregnancy and maternity		✓				Staff
Race		✓				Staff
Religion or belief		✓				Staff
Sex		✓				Staff
Sexual orientation		✓				Staff
Marriage & civil partnership		✓				Staff

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Poverty		✓				Staff
Rurality		✓				Staff

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	No
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No

Test Valley	No
Winchester	No

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All	<p>The savings identified do not have an impact on the citizens of Hampshire.</p> <p>Where County Council staff may be impacted (for example through a small reduction in the size of the team), this is expected to be achieved through natural turnover, and is not expected to have any detrimental impact any particular group or protected characteristic.</p>

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

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting³.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

N/A

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

As there are only neutral impacts it is not considered that a full EIA is necessary.

Name of SP23 proposal:	SP23 Opportunity Reference:
IT Services Savings: <ul style="list-style-type: none"> • Technology Consolidation and Rationalisation • Supply Chain Efficiency • Operating Model Changes • Other Efficiencies 	<i>EIA IT-01, IT-02, IT-03, IT-04</i> Corporate Operations 2021.02.09

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Simon Williams	Corporate Resources - IT	Head of IT	simon.williams2@hants.gov.uk	0370 779 7809	09.02.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

Section one – information about the service and service change

Service affected	IT Services
Please provide a short description of the service / policy/project/project phase	IT Services provides underpinning information technology to support the County Council's day-to-day business as well as technology projects to implement new business capability.

Please explain the new/changed service/policy/project

IT Services will deliver efficiencies and savings based on 4 themes:

1. IT01 - The rationalisation, consolidation and extension of the lifecycle of county council's core technology assets
2. IT02 - Savings from our 3rd party supply chain through renegotiation, removal of redundant services and harvesting of unused software licenses.
3. IT03 - Changes to the IT operating model to release posts.
4. IT04 - Other efficiencies such as vacating low usage accommodation, improved data centre power efficiency and lower cost staff training provision.

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

No

Describe the consultation or engagement you have performed or are intending to perform.

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

No consultation is planned as the opportunities do not affect the public. Staff reductions will be managed via vacancy management where possible. Any further impacts to staff will be carried out in line with HR policy which will include a staff consultation if deemed appropriate.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below, as shown in the example.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				Staff
Disability		✓				Staff
Gender reassignment		✓				Staff
Pregnancy and maternity		✓				Staff
Race		✓				Staff
Religion or belief		✓				Staff
Sex		✓				Staff

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Sexual orientation		✓				Staff
Marriage & civil partnership		✓				Staff
Poverty		✓				Staff
Rurality		✓				Staff

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	No
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No

Area	Yes / no
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All	The savings identified do not have an impact on the citizens of Hampshire. Most of the changes affect back-end infrastructure and payments to 3 rd party suppliers. Where County Council staff will be impacted e.g., some teams in IT may undergo a restructure this will be undertaken in line with Corporate HR policy.
Disability	With regard to opportunity IT04 where we will seek to make more use of lower cost training options (e.g. online learning). We will continue to use the most appropriate training delivery methods for staff with Disabilities. If the most effective method is face-to-face training then staff with Disabilities will be prioritised based on need within the Training Budget.

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

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting⁴.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.

- Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

N/A

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

The proposed changes are mainly technical in nature. Those changes affecting staff will be undertaken in line with Corporate HR policy.

Name of SP23 proposal:	SP23 Opportunity Reference:
Internal Audit – Operating Model	EIA IA-01 Corporate Operations 2021.04.16

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Neil Pitman	Corporate Operations	Head of Southern Internal Audit Partnership	neil.pitman@hants.gov.uk	07719 4717233	16.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

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Section one – information about the service and service change

Service affected	Internal Audit
Please provide a short description of the service / policy/project/project phase	<p>The Southern Internal Audit Partnership is hosted by Hampshire County Council providing internal audit services to 25+ public sector organisations.</p> <p>The mandatory role of internal audit delivers a risk-based plan to provide assurance over an entity's framework of governance, risk and control.</p>

Please explain the new/changed service/policy/project

The proposed changes will review the existing operating model to optimise available technology and build on the virtual approach to auditing adopted during the pandemic. It is proposed this will yield efficiencies, flexibility and agility to the audit process.

The Partnership will also continue to seek new opportunities for building its client portfolio.

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) 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

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 has been informal.

Engagement with staff and stakeholders (partners / clients) has been undertaken to determine the effectiveness of virtual auditing as enforced on the Partnership during the pandemic.

Staff engagement remains ongoing through a series of surveys, focus groups and staff briefings to determine benefits and challenges through experiences to date.

Stakeholder engagement is ongoing to determine affects (positive and negative) of the virtual audit approach enforced for the delivery of the 20/21 audit plans.

The positive responses to date are helping to align our future direction of travel

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment

Protected characteristic (see	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				Staff
Disability	✓					Staff
Gender reassignment		✓				Staff
Pregnancy and maternity	✓					Staff
Race		✓				Staff
Religion or belief		✓				Staff
Sex		✓				Staff
Sexual orientation		✓				Staff

Marriage & civil partnership		✓				Staff
Poverty			✓			Staff
Rurality	✓					Staff

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	Yes
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	Proposed initiatives would have no impact on protected characteristic
Gender Reassignment	Proposed initiatives would have no impact on protected characteristic
Race	Proposed initiatives would have no impact on protected characteristic
Religion or belief	Proposed initiatives would have no impact on protected characteristic
Sex	Proposed initiatives would have no impact on protected characteristic
Sexual orientation	Proposed initiatives would have no impact on protected characteristic
Marriage & civil partnership	Proposed initiatives would have no impact on protected characteristic
Poverty	Possible low impact due to not having internet to access required applications, however this would be overcome with the provision of mobile phones to which tethering can be enabled.

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

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
Disability	The flexibility to work from home or selected drop in centres may benefit accessibility issues concerns through travel and access to a fixed place of work.
Pregnancy & Maternity	The increased flexibility of working environment provides a greater work and home life balance. The channels of communication through enhanced technology will greater facilitate any potential feeling of isolation during maternity leave
Rurality	The ability to work more flexibly will minimise travel, reducing home to work travel time / costs, it is however recognised that there is some potential for some people working in rural areas could experience some negative impacts e.g. weak signal.

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting⁵.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

N/A

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

N/A

Name of SP23 proposal:	SP23 Opportunity Reference:
Strategic Procurement	EIA SP-01 Corporate Operations 2021.05.06

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Belinda Stubbs	Strategic procurement	Assistant Director	belinda.stubbs@hants.gov.uk	07720 063639	06.05.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

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Section one – information about the service and service change

Service affected	Strategic Procurement
Please provide a short description of the service / policy/project/project phase	It is proposed that the Strategic Procurement team increase the amount of income generating work they undertake for other authorities, without any increase to the size of the team.

Please explain the new/changed service/policy/project

The team already undertake work to generate income and have structures and processes in place to support this. The SP23 proposal is an extension of that existing work. The nature of the work itself will not change and this means that the impact will be limited.

Impacts which have been identified are that current practice needs to become more efficient to accommodate additional workload. The team will need to grow and develop the current external offering to other authorities. Time and effort will need to be invested in finding opportunities for income generating work. Staff may need additional training to work in different cultures/environments.

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

No

Describe the consultation or engagement you have performed or are intending to perform.

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

N/A

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				N/A
Disability		✓				N/A
Gender reassignment		✓				N/A
Pregnancy and maternity		✓				N/A
Race		✓				N/A
Religion or belief		✓				N/A
Sex		✓				N/A

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Sexual orientation		✓				N/A
Marriage & civil partnership		✓				N/A
Poverty		✓				N/A
Rurality		✓				N/A

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	No
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No

Area	Yes / no
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	There is no change to the make up to the workforce or the type of work undertaken therefore we do not anticipate any impacts to any of the protected characteristics listed. This change will purely be an extension of current services.
Disability	
Gender reassignment	
Pregnancy and maternity	
Race	
Religion or belief	

Sex	
Sexual orientation	
Marriage & civil partnership	
Poverty	
Rurality	

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

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

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If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting⁶.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

N/A

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

This proposal is an extension of existing work practices and has been assessed to have no impact on any protected characteristics and therefor there is no requirement for a full EIA.
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HR, Organisational Development, Communications & Engagement

Name of SP23 proposal:	SP23 Opportunity Reference:
HR Operations - Casework / Helpdesk	EIA – HR-01 HR, OD, Communications & Engagement 2021.04.15

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Andy Bailey	HR, OD, Communications and Engagement	Head of HR Ops	andy.bailey@hants.gov.uk	07837 894673	15.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications and Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

Section one – information about the service and service change

Service affected	HR Operations & Occupational Health
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<p>Please provide a short description of the service / policy/project/project phase</p>	<ol style="list-style-type: none"> 1. The Casework / Help Desk (HD) team provides professional employee relations (ER) advice and support to Hampshire Constabulary (HC), Hampshire County Council (HCC) and Hampshire Fire and Rescue Service (HFRS). The team consists of a Helpdesk and 'offdesk' Casework team. 2. The Helpdesk generally deals with HR queries, low level and less complex tickets or stage 1 formal cases: particularly absence management casework. 3. The 'off-desk' casework team manage a caseload of more complex, and formal ER cases. Typically, this includes any case that may arise in dismissal or a final written warning, any gross misconduct or incompetence case, employment tribunal cases and all resolving workplace issues.
<p>Please explain the new/changed service/policy/project</p>	<p>Full details of the proposed changes are currently still to be determined however the following is an overview of the changes that are expected:</p> <ul style="list-style-type: none"> • A review of the resource that is provided to Council Departments including a reduction of 1 fte in the budgeted resource; the HCC proportion of the team currently consists of 4.8 fte and this would represent a 22% reduction. • This will be achieved through an organisational design review process that will determine the core purpose and remit of the team including what level of cases are not supported by the team or are done differently to reduce demand. • It will include a review of the advice and support that is provided to line managers on absence / attendance cases; ensuring that all queries and simple attendance cases can be managed without needing to refer the matter to HR • HR Ops to no longer attend first level absence case hearings and / or equivalent activities; including consideration of removing the helpdesk telephone number. <p>As further changes become apparent the EIA will be updated accordingly.</p>

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

No

Describe the consultation or engagement you have performed or are intending to perform.

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

This will be undertaken as part of the Organisational Design Review.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age			✓			Staff
Disability		✓				Staff
Gender reassignment		✓				Staff
Pregnancy and maternity		✓				Staff
Race		✓				Staff
Religion or belief		✓				Staff
Sex			✓			Staff
Sexual orientation		✓				Staff
Marriage & civil partnership		✓				Staff
Poverty		✓				Staff
Rurality		✓				Staff

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	Yes
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. Whilst the team is weighted towards younger members of staff the implementation of these changes will not have a detrimental impact on anyone because of their age and will be achieved through voluntary means or natural staff turnover. We do not envisage a negative impact on service users in relation to this protected characteristic.
Disability	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. The proposed changes will not negatively impact on those members of staff with a disability as we will be able to put in place workplace adjustments where appropriate to do so. If casework relates to an individual with a disability the manager will not be supported at the first stage but this will apply to all staff/service users and managers in the same way.
Gender Reassignment	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. As above it is possible that casework will relate to someone who had undergone Gender Reassignment but it will not impact them any differently to staff/service users who have not.
Pregnancy and Maternity	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. The team will apply the Council's maternity policy and backfill arrangements would be put in place as appropriate whilst a member of staff is on maternity leave. Casework may be linked to pregnancy or maternity however the change in process will apply to all staff/service users regardless of the reason for the casework or characteristic.

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Race	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. As with the other protected characteristics referenced so far, casework may be raised by those of different races or may be linked to issues of race but the process being applied will be consistent across the whole workforce and therefore no exceptional impact is expected in relation to this characteristic for service users.
Religion or Belief	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. Case work can be linked to religion or belief either directly or indirectly however the changed process will apply to all staff/service users and all cases regardless of context which should avoid discrimination.
Sex	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic. Whilst the team is weighted towards female members of staff the implementation of these changes will not have a detrimental impact on anyone because of their gender and we expect them to be achieved through voluntary means or natural staff turnover. Casework can relate to this protected characteristic, but the process will be applied consistently, regardless of the circumstances of the individual/service user.
Sexual Orientation	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. As with above protected characteristics, cases could be linked to this, but we do not envisage any greater impact on this community of staff/service users or managers than any other.
Marriage and Civil Partnership	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. We do not envisage any negative impact on our service users.
Poverty	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff/service users due to issues of poverty.

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Rurality	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff/service users due to rurality.

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

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.

- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting¹.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

The anticipated changes are expected to be achieved through voluntary means or natural staff turnover.

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

N/A

Name of SP23 proposal:	SP23 Opportunity Reference:
Occupational Health (OH)	EIA HR-02 HR, OD, Communications & Engagement 2021.04.15

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Andy Bailey	HR, OD, Communications and Engagement	Head of HR Ops	andy.bailey@hants.gov.uk	07837 894673	15.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications and Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

Section one – information about the service and service change

Service affected	HR Operations & Occupational Health
Please provide a short description of the service / policy/project/project phase	<p>The Occupational Health (OH) Clinical team is part of the wider OH service. It provides expert OH advice to managers following referral of a member of staff for an attendance or health related matter. This includes advice on:</p> <ul style="list-style-type: none"> • Workplace adjustments and support • Return to work plans

	<ul style="list-style-type: none"> • Capability issues impacting upon performance • And signposting to other services where appropriate; H&S, NHS etc.
<p>Please explain the new/changed service/policy/project</p>	<p>Full details of the proposed changes are currently still to be determined however the following is an overview of the changes that are expected:</p> <ul style="list-style-type: none"> • A review of the baseline OH Clinical support that is provided to Council Departments including a reduction of 1 fte in the budgeted resource; the team currently consists of 9 fte and this would represent a 11% reduction. • This will be achieved through an organisational design review process that will determine the core purpose and remit of the team • This will include determining what referrals are dealt with through the provision of advice and support following self-assessment or dealt with as a manager query rather than a face2face OH appointment; currently the majority of all referrals are seen in person regardless of the complexity of the case. • Managing the demand in a different way will increase the productivity of the team and enable the headcount reduction to be achieved without impacting the quality of the advice that is provided and the ability of managers to manage absence and attendance cases. <p>As further changes become apparent the EIA will be updated accordingly.</p>

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

No

Describe the consultation or engagement you have performed or are intending to perform.

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

This will be undertaken as part of the Organisational Design Review and will comply with HR Policies and processes as relevant and necessary.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				Staff
Disability		✓				Staff
Gender reassignment		✓				Staff

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Pregnancy and maternity		✓				Staff
Race		✓				Staff
Religion or belief		✓				Staff
Sex			✓			Staff
Sexual orientation		✓				Staff
Marriage & civil partnership		✓				Staff
Poverty		✓				Staff
Rurality		✓				Staff

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	Yes
Basingstoke and Deane	No
East Hampshire	No

Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. The workforce profile does not indicate that a particular age group would be negatively impacted by these changes. Service users are unlikely to be impacted due to this protected characteristic.

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Disability	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. The proposed changes will not negatively impact on those members of staff with a disability as we will be able to put in place workplace adjustments where appropriate to do so. Staff with health issues relating to a disability will be impacted by the change in the same way as all other staff. We do not anticipate a negative impact on service users with a disability.
Gender Reassignment	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. Staff with health issues relating to gender reassignment or unrelated will be impacted in the same way as all other staff. We do not envisage a negative impact on service users.
Pregnancy and Maternity	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. The team will apply the Council's maternity policy and backfill arrangements would be put in place as appropriate whilst a member of staff is on maternity leave. Service users with pregnancy or maternity related ill health will be impacted by the changes along with all other service users.
Race	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. We do not envisage any negative impact on service users protected by this characteristic.
Religion or Belief	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. We do not envisage an impact on service users.
Sex	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic. Whilst the team is weighted towards female members of staff the implementation of these changes will not have a detrimental impact on anyone because of their gender and we expect it to be achieved through voluntary means or natural staff turnover. We do not envisage an impact on service users.

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Sexual Orientation	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. We do not envisage an impact on service users.
Marriage and Civil Partnership	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. We do not envisage an impact on service users.
Poverty	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff in the team or service users.
Rurality	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff or service users.

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

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting⁷.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

The anticipated changes are expected to be achieved through voluntary means or natural staff turnover.

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

N/A

Name of SP23 proposal:	SP23 Opportunity Reference:
HR Organisational Change	EIA HR-04 HR, OD, Communications & Engagement 2021.04.15

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Andy Bailey	HR, OD, Communications and Engagement	Head of HR Ops	andy.bailey@hants.gov.uk	07837 894673	15.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications and Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

Section one – information about the service and service change

Service affected	HR Operations & Occupational Health
Please provide a short description of the service / policy/project/project phase	The Organisational Change team project manage business reorganisation, TUPE transfer and redundancy transformation and change programmes across the partners excluding schools. Change projects vary in both scale and complexity and range from:

	<ul style="list-style-type: none"> • Change of Work base • Site closure • Deletion of post • Redundancy Compulsory (CR) / Voluntary (VR) • Transformation • TUPE In / Out
<p>Please explain the new/changed service/policy/project</p>	<p>Full details of the proposed changes are currently still to be determined however the following is an overview of the changes that are expected:</p> <ul style="list-style-type: none"> • A review of the baseline Org Change support that is provided to Council Departments including a reduction of 1 full-time equivalent (FTE) in the budgeted resource; the HCC proportion of the team currently consists of 5.25 FTE and this would represent a 19% reduction. • This will be achieved through an organisational design review process that will determine the core purpose and remit of the team including what change activities are not supported by the team or are done differently to reduce demand. • The review will determine the baseline 'business as usual' capacity of the team; this will require robust planning and prioritisation methodology that is used with departments to ensure that the team can operate within the reduced resource envelope and deliver the agreed work programme. • It is envisaged that any future demand that exceeds the resource envelope or which are out of scope of the team's remit would need to be funded by departments. <p>As further changes become apparent the EIA will be updated accordingly.</p>

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?
No

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

This will be undertaken as part of the Organisational Design Review.
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Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				Staff

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Disability		✓				Staff
Gender reassignment		✓				Staff
Pregnancy and maternity		✓				Staff
Race		✓				Staff
Religion or belief		✓				Staff
Sex			✓			Staff
Sexual orientation		✓				Staff
Marriage & civil partnership		✓				Staff
Poverty		✓				Staff
Rurality		✓				Staff

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	Yes
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. The workforce profile does not indicate that a particular age group would be negatively impacted by these changes.
Disability	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. The proposed changes will not negatively impact on those members of staff with a disability as we will be able to put in place workplace adjustments where appropriate to do so. The impact on the wider workforce will also be neutral and colleagues with disabilities will not be impacted differently than others.
Gender Reassignment	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic either in terms of the change team itself or the wider workforce.
Pregnancy and Maternity	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. The team will apply the Council's maternity policy and backfill arrangements would be put in place as appropriate whilst a member of staff is on maternity leave. Neither those in the team or those in the wider workforce will be negatively impacted.
Race	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. This relates to staff within the team but also the wider workforce and managers for whom the casework team provide a service.

Religion or Belief	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. As with the other characteristics, we cannot see a reason why staff of any particular religion or belief, either in the team or part of the wider workforce would be impacted.
Sex	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic. Whilst the team is weighted towards female members of staff the implementation of these changes will not have a detrimental impact on anyone because of their gender and we expect it to be achieved through voluntary means or natural staff turnover. In terms of the wider workforce, we do not envisage any negative impact.
Sexual Orientation	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic either for those in the change team or in the wider workforce.
Marriage and Civil Partnership	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. Likewise, we do not envisage an impact for the team or the wider service users.
Poverty	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. Clearly for the team any loss of job would impact on overall wealth of the individual or family in the short term. For the wider service we see no impact.
Rurality	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity.

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

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to	Short explanation of mitigating actions
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		identify geographical area(s)	
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting⁸.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

The anticipated changes are expected to be achieved through voluntary means or natural staff turnover.

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

N/A

Name of SP23 proposal:	SP23 Opportunity Reference:
Leadership and Management Development	EIA HR-05 HR, OD, Communications & Engagement 2021.04.15

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Andy Bailey	HR, OD, Communications and Engagement	Head of HR Ops	andy.bailey@hants.gov.uk	07837 894673	15.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications and Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

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Section one – information about the service and service change

Service affected	Leadership and Management Development
Please provide a short description of the service / policy/project/project phase	Currently described on the SP23 plan as: Organisation Development - Changes to operating model to drive out further efficiencies and reduce demand on services. This will include streamlining business processes and systems, supporting Leadership and Organisation Development activities, and removal of any duplication across HR more widely.

	<p>In terms of what is proposed, the Leadership and Management Development Team provide Leadership and Management Development (including support for corporate change programmes) across Hampshire County Council (HCC) and Hampshire Constabulary (HC). This proposal looks only at the services provided into HCC.</p> <p>Leadership and Management Development services include:</p> <ul style="list-style-type: none"> • Design and Build of digital learning (i.e eLearning courses and content for use in 'virtual classrooms) • Design and Delivery of Leadership and Management Development Programmes (i.e Firefly and TLP) • Design and delivery of a range of 'open courses' across HCC • Bespoke and departmental specific support for leadership and cultural change • Maintenance of the Learning Management System deployed across HCC • Various administrative and support activities to enable the delivery of the above
<p>Please explain the new/changed service/policy/project</p>	<p>Full details of proposed changes are currently still to be determined however the following changes are expected:</p> <ul style="list-style-type: none"> • A review of the organisation design of the whole Leadership and Management function is on-going with one of the main aims being to simplify processes, particularly in relation to the planning, oversight of and administrative of learning interventions. • A review and re-organisation of the Learning Management System (LMS) team – team size and structure were established when the LMS was introduced to HCC and now the system is embedded there are known current efficiencies to be created and anticipated further efficiencies in the next 12-18 months. <p>As further changes become apparent the EIA will be updated accordingly.</p>

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) 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, on an informal basis

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 approach we have taken to the review of the Organisation Design of our Leadership and Management Development function has been one of 'co-creation' which has meant an ongoing process of engagement has been active for the past 6 months and will continue until the new design is agreed and in the implementation phases complete.

The Leadership and Management Development Senior Leadership Team have been actively involved in the organisation design work throughout and have been encouraged to fully brief their teams at every stage of the process.

A 'design group' has been established, made up of a cross section of the WFD team (all grades and teams represented) to mirror the organisation design work that the Leadership and Management Development Senior Leadership Team are undertaking. In establishing the Design Group, whilst our primary concern was the representation of all grades and teams, we did also review to support the demographic of the group being as representative as possible of the wider demographic of the Leadership and Management Development function.

The SLT and the design group have been encouraged to discuss the work they undertake with their peers and teams openly and essentially these two groups are forming a feedback loop to each other at each stage of the organisation work.

In addition, a number of 'all staff' briefings have been held to engage the wider team on the work that is on-going.

At this stage we are just completing the early stages of the design work so the specific details of potential changes have not been fully communicated or engaged upon however over the coming weeks engagement is planned to this end. From that point forward the more detailed design work will begin and so engagement will become more focussed and specific.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age			✓			Staff
Disability		✓				Staff
Gender reassignment		✓				Staff
Pregnancy and maternity		✓				Staff
Race		✓				Staff

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Religion or belief		✓				Staff
Sex			✓			Staff
Sexual orientation		✓				Staff
Marriage & civil partnership		✓				Staff
Poverty			✓			Staff
Rurality		✓				Staff

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	Yes
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No

Area	Yes / no
Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	<p>The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity however there is a younger (under 30 years of age) demographic in the team's most likely to be impacted by the organisation design changes which we will monitor as we progress the work into the implementation phase.</p> <p>It is possible that the changes could have a negative impact on good relations between leadership and the wider staff group however the open and engaging approach being undertaken to the changes is hoped to mitigate against this.</p>

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Disability	<p>The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic.</p> <p>It is possible that the changes could have a negative impact on good relations between leadership and the wider staff group however the open and engaging approach being undertaken to the changes is hoped to mitigate against this.</p>
Gender Reassignment	<p>The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic.</p> <p>It is possible that the changes could have a negative impact on good relations between leadership and the wider staff group however the open and engaging approach being undertaken to the changes is hoped to mitigate against this.</p>
Pregnancy and Maternity	<p>The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic. Staff currently on maternity leave have been invited to all full staff briefings and managers have been encouraged to keep staff informed throughout maternity leave where relevant. There are known examples of individuals choosing to attend workshops whilst on maternity or shared parental leave.</p> <p>It is possible that the changes could have a negative impact on good relations between leadership and the wider staff group however the open and engaging approach being undertaken to the changes is hoped to mitigate against this.</p>
Race	<p>The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic.</p> <p>It is possible that the changes could have a negative impact on good relations between leadership and the wider staff group however the open and engaging approach being undertaken to the changes is hoped to mitigate against this.</p>
Religion or Belief	<p>The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic.</p> <p>It is possible that the changes could have a negative impact on good relations between leadership and the wider staff group however the open and engaging approach being undertaken to the changes is hoped to mitigate against this.</p>

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Sex	The organisation design work will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of gender, however the demographic in the team's most likely to be impacted by the changes is weighted towards females (with one of the teams entirely female) and so we will keep this under review as we move into the implementation phases.
Sexual Orientation	There are no anticipated issues in relation to sexual orientation and we do not expect our organisation design work to either eliminate discrimination or contribute to advancing equality of opportunity.
Marriage and Civil Partnership	As with the above, we do not anticipate any issues in relation to this protected characteristic either in terms of eliminating discrimination or contributing to advancing equality of opportunity.
Poverty	There are no anticipated impacts in relation to poverty. That said we are aware that in some of the teams most likely to be impacted the grades of staff are generally lower which could have a knock-on impact on the financial well-being of some members of the team.
Rurality	There are no anticipated impacts in relation to rurality.

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

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting⁹.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

We are mindful that the organisation design work that we are undertaking, and which will ultimately lead to efficiencies have the potential to impact on the positive relationships within the Leadership and Management Development function and indeed more broadly across the HR+OD profession. Our commitment to co-creation and high levels of engagement throughout this work should mitigate against this risk but we remain thoughtful none the less.

For some of the team most likely to be impacted, such as the LMS team, we believe that the changes have the potential to improve CPD and wider career opportunities for staff within that area and staff have echoed this belief directly.

In other teams there are concerns the potential changes may diminish their prospects or their professional identity (for example in relation to 'project' staff) and we are paying particular attention to this issue to ensure our rationale and messaging is clear in relation to 'why' changes are occurring but also in terms of watching our own biases or perceptions as this work progresses.

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

N/A

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA:
Communications and Engagement	EIA CE-01 HR, OD, Communications & Engagement 2021.06.21

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Antonia Perkins	HR, OD, Communications & Engagement	Head of Communication & Engagement	antonia.perkins@hants.gov.uk	0370 779 7390	21.06.2021	
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

Section one – information about the service and service change

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

Please explain the new/changed service/policy/project

Redistribute historically unallocated funding from P&R Grant budget to Communications & Engagement core funding.

Use of historically unallocated funding will mitigate against minimal levels of core service levels being reduced.

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

No

Describe the consultation or engagement you have performed or are intending to perform.

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

N/A

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below, as shown in the example.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				N/A
Disability		✓				N/A
Gender reassignment		✓				N/A
Pregnancy and maternity		✓				N/A
Race		✓				N/A
Religion or belief		✓				N/A
Sex		✓				N/A
Sexual orientation		✓				N/A
Marriage & civil partnership		✓				N/A
Poverty		✓				N/A

Rurality		✓				N/A
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Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	No
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All	The budget which will be used to support the CES SP23 savings target has been historically unallocated from the Policy and Resources budget, and so no groups of residents or members of staff will be disadvantaged by this proposal.

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

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting¹⁰.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

N/A

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

This proposal will have a neutral impact on all protected characteristics, as no groups of residents or staff will be affected.

Law & Governance

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA:
Legal Services – Commercial Contracts	<i>EIA LG-01, LG-02</i> Law and Governance 2021.05.10

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	David Kelly	Law & Governance	Head of Legal	david.kelly@hants.gov.uk	0370 7791283	10.05.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

Section one – information about the service and service change

Service affected	Legal Services - Commercial Contracts and Procurement Team
Please provide a short description of the service / policy/project/project phase	Savings proposals LG-01 and LG-02 relate to managing the demand for the services of the Commercial Contracts and Procurement Team by redefining the working relationship between the team and the Strategic Procurement Team and changing the value of

	contracts where departments are obliged to seek legal advice contract terms and conditions.
Please explain the new/changed service/policy/project	The team have been developing a new way of working with Strategic Procurement over the past two years which has reduced the need for legal input at various stages of the procurement process. This reduction in demand will enable the team to reduce it size by deleting vacant posts to generate savings. Beyond that, demand will be further reduced by changing the value of contracts which require legal advice on the terms and conditions. This released capacity will be used to generate external income.

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

No

Describe the consultation or engagement you have performed or are intending to perform.

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

None

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below, as shown in the example.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				N/A
Disability		✓				N/A
Gender reassignment		✓				N/A
Pregnancy and maternity		✓				N/A
Race		✓				N/A
Religion or belief		✓				N/A
Sex		✓				N/A

Sexual orientation		✓				N/A
Marriage & civil partnership		✓				N/A
Poverty		✓				N/A
Rurality		✓				N/A

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	No
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No

New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All	Proposals relate to internal processes and efficiencies only, which are not expected to have any impact on groups with protected characteristics.

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

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting¹¹.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

N/A

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

The proposals relate to internal processes and efficiencies and as such have no equalities impacts. Existing vacant post(s) will be deleted, and increased income will not impact on staff or the public.

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA:
Legal Services – General savings (reduce printing and other general expenditure)	EIA LG-03 Law and Governance 2021.05.10

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	David Kelly	Law & Governance	Head of Legal	david.kelly@hants.gov.uk	0370 7791283	10.05.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

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Section one – information about the service and service change

Service affected	Legal Services
Please provide a short description of the service / policy/project/project phase	Savings proposal LG-03 relates to the greater use of technology to reduce printing, travel and courier costs.

Please explain the new/changed service/policy/project

The County Council's adoption of flexible working and the greater use of Teams along with a new case management system will enable the service to reduce printing, travelling and courier costs.

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

No

Describe the consultation or engagement you have performed or are intending to perform.

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

None

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below, as shown in the example.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				N/A
Disability		✓				N/A
Gender reassignment		✓				N/A
Pregnancy and maternity		✓				N/A
Race		✓				N/A
Religion or belief		✓				N/A
Sex		✓				N/A
Sexual orientation		✓				N/A
Marriage & civil partnership		✓				N/A
Poverty		✓				N/A

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Rurality		✓				N/A

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	No
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No

Test Valley	No
Winchester	No

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All	Proposals relate to internal efficiencies only, which are not expected to have any impact on groups with protected characteristics.

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

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting¹².
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

N/A

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

The proposals relate to internal processes and efficiencies and as such have no equalities impacts.

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA:
Legal Services – General Income Generation	EIA LG-04, LG-05 Law and Governance 2021.05.10

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Paul Hodgson	Law & Governance	Deputy Head of Legal	paul.hodgson@hants.gov.uk	078255 774286	10.05.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

Section one – information about the service and service change

Service affected	Legal Services
Please provide a short description of the service / policy/project/project phase	Hampshire Legal Services (HLS) provides legal support to Hampshire County Council departments. It also provides legal services to a range of other public bodies on a chargeable basis, which generates income (c£3.1m total income and recharges). This income contributes to savings targets.

Please explain the new/changed service/policy/project

SP23 proposal LG-04 involves increasing external income by £130,000.

SP23 proposal LG-05 involves increasing charging rates for external/recharged work to increase overall income by c£150,000.

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

No

Describe the consultation or engagement you have performed or are intending to perform.

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

No consultation is planned or required as the proposals do not have any direct impacts on front line service delivery. Also, the proposals do not have any impacts on staff, which would require formal consultation.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below, as shown in the example.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				N/A
Disability		✓				N/A
Gender reassignment		✓				N/A
Pregnancy and maternity		✓				N/A
Race		✓				N/A
Religion or belief		✓				N/A
Sex		✓				N/A
Sexual orientation		✓				N/A
Marriage & civil partnership		✓				N/A
Poverty		✓				N/A

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Rurality		✓				N/A

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	Yes
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No

Test Valley	No
Winchester	No

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All	The proposals have no adverse effects on service users or staff. Additional income will be generated through demand management and process efficiencies to create capacity to deliver additional external work. Charging rates will be increased to ensure full recovery of all direct and indirect overheads.

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

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting¹³.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

N/A

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

The proposals to increase income do not have any adverse impacts on service users or staff. Additional income will only be generated where there is capacity and where there is no detrimental impact on legal support to HCC. Increases in charging rates are small and intended to ensure full recovery of direct and indirect overhead costs. On this basis, there is no need for a full EIA.

Name of SP23 proposal:	SP23 Opportunity Reference:
Governance – Risk and Information	EIA LG-06 Law and Governance 2021.05.10

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Peter Andrews	Law & Governance	Head of Information Governance	peter.andrews@hants.gov.uk	03707 791365	10.05.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

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Section one – information about the service and service change

Service affected	The Information Governance team within Law and Governance
Please provide a short description of the service / policy/project/project phase	The Information Governance team provides technical data protection advice to services within the County Council and is responsible for devising and maintaining standards and guidance across the organisation.

Please explain the new/changed service/policy/project

Management of demand to increase capacity to sell services externally. In particular to consider offering a Data Protection Officer service for schools and Parish Councils.

All organisations over a certain size are required to appoint a Data Protection Officer under provisions within UKGDPR. This person must have competency and experience, but may be contracted to the organisation concerned. The SP23 project aims to streamline processes within the County Councils Information Governance team to build the capacity to offer the service of Data Protection Officer to other public bodies, particularly Parish Councils and Schools.

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

No

Describe the consultation or engagement you have performed or are intending to perform.

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

None

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below, as shown in the example.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				Both
Disability		✓				Both
Gender reassignment		✓				Both
Pregnancy and maternity		✓				Both
Race		✓				Both
Religion or belief		✓				Both
Sex		✓				Both
Sexual orientation		✓				Both

Marriage & civil partnership		✓				Both
Poverty		✓				Both
Rurality		✓				Both

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	Yes
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East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No
New Forest	No

Rushmoor	No
Test Valley	No
Winchester	No

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All	The proposals are not expected to impact on protected characteristics. However, this will be reviewed again as part of any implementation project.

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

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting¹⁴.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

The aim of process change is to have no effect on the level of service provided.

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

Due regard has been given to the possible impact of changes in respect of the protected categories as outlined in this assessment. As the assessment has concluded that changes are likely to have a neutral effect it is not considered necessary to undertake a full assessment.

However, consideration of potential impact in terms of protected characteristics will be reviewed again as part of any implementation project to ensure that the impact of any specific changes can be assessed prior to any implementation.

HAMPSHIRE COUNTY COUNCIL

Cover Report

Committee:	Policy and Resources Select Committee
Date:	24 September 2021
Title:	Savings Programme to 2023 – Revenue Savings Proposals – Emergency Planning
Report From:	Director of Culture, Communities and Business Services and Director of Corporate Operations

Contact name: Felicity Roe

Tel: 01962 847876

Email: felicity.roe@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to outline the detailed savings proposals for Emergency Planning that have been developed as part of the Savings Programme to 2023 (SP2023) Programme.
2. The report also provides details of the Equality Impact Assessments (EIAs) that have been produced in respect of these proposals and highlights where applicable, any key issues arising from the public consultation exercise that was carried out over the summer and how these have impacted on the final proposals presented in this report.
3. The Executive Lead Member for Economy, Transport and Environment is requested to approve the detailed savings proposals for submission to Cabinet in October and then full County Council in November, recognising that there will be further public consultation for some proposals.

Recommendation

That the Policy and Resources Select Committee consider the detailed savings proposals and:

Either:

4. Support the recommendations being proposed to the Executive Lead Member for Economy, Transport and Environment in section 2 of the report.

Or:

5. Agree any alternative recommendations equivalent in value to the required Savings Programme 2023 total, to the Executive Lead Member for Economy, Transport and Environment in regards to the budget proposals set out in the report.
6. Agree any feedback or comments relating to the Select Committee's recommendations for consideration by the Executive Member when making their decision.

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Executive Lead Member for Economy, Transport and Environment
Date:	29 September 2021
Title:	Savings Programme to 2023 – Revenue Savings Proposals – Emergency Planning
Report From:	Director of Culture, Communities and Business Services and Director of Corporate Operations

Contact name: Felicity Roe

Tel: 01962 847876

Email: felicity.roe@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to outline the detailed savings proposals for the Emergency Planning and Resilience service, which is a corporate service managed within the Culture, Communities and Business Services (CCBS) Department that have been developed as part of the Savings Programme to 2023 (SP2023) Programme.

Recommendation

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

Executive Summary

3. This report outlines the detailed savings proposals for Emergency Planning and Resilience that have been developed as part of the Savings to 2023 (SP2023) Programme. The report also provides details of the Equality Impact Assessments (EIAs) that have been produced in respect of these proposals and highlights where applicable, any key issues arising from the public consultation exercise that was carried out over the summer and how these have impacted on the final proposals presented in this report.
4. The Deputy Leader is requested to approve the detailed savings proposals for submission to Cabinet in October and then full County Council in

November, recognising that there will be further public consultation for some proposals.

Contextual Information

5. Members will be fully aware that the County Council has responded 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).
6. Whilst in more recent years there have been no reductions in government grant to deal with, what small increases there have been have not been sufficient to cover inflationary increases, coupled with a continued (and growing) underfunding for social care demand pressures.
7. 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 albeit elements of more recent programmes have taken longer to deliver as they become more complex.
8. 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 Councils, with eight authorities having been granted exceptional financial support packages by Government in response to unmanageable pressures arising in 2020/21 and 2021/22. Furthermore, the County Council is accounting for the specific financial challenges arising as a result of the Coronavirus pandemic on a non-recurrent basis and expects to meet these challenges within the existing support package from Government, together with funding already set aside for this purpose. This is testament to the strength of the Council's underlying financial position owing to the success of its service transformation agenda and prudent financial management approach.
9. However, Covid-19 has impacted delivery of both the Transformation to 2019 (Tt2019) and Transformation to (Tt2021) programmes, with £45m of outstanding savings still to deliver. Whilst sufficient resources have been set aside to cover this delayed implementation, the need to commence the successor programme will require twin-tracked delivery of change programmes, presenting a significant challenge for services. SP2023 will seek to achieve an additional £80m of savings, bringing the total savings to be delivered over the next two years to £125m and cumulatively to £640m in total.

10. It is recognised that each successive transformation programme is becoming more difficult to deliver as the potential to achieve further permanent cost reductions through early intervention and demand management and prevention approaches is reduced. Given the level of savings already achieved and the shortened timescales for delivery, the SP2023 programme will focus primarily on services that may be reduced or stopped rather than on driving further transformative change, although opportunities for transformation, efficiencies and income generation will of course continue to be pursued.
11. The ongoing impacts of the pandemic continue to present capacity challenges for operational teams and their ability to support transformation programmes has been limited as a result. However, with the acute impacts of the pandemic beginning to recede, existing change programmes in Adults and Children's social care will continue to be progressed alongside delivery of the SP2023 programme.
12. The announcement of a further single year Spending Review covering the period to March 2022 has placed the County Council in a very difficult position in terms of future financial planning. Given the lack of any certainty after this period, the County Council has had no choice but to assume that savings required to meet a two-year gap of at least £80m will be required by April 2023 as we cannot take the risk of delaying the programme until 2024. Furthermore, the financial constraints created by Covid-19 mean that there will be no funding available to cash flow a savings programme beyond April 2023.
13. The business-as-usual deficit in 2022/23, forecast to be £40.2m, has been provided for and will be drawn from the Budget Bridging Reserve in line with our normal strategy. However, given the current medium-term deficit due to Covid-19 pressures and the resulting financial response package, which uses up all available financial flexibility and still requires significant additional government funding, it is critical that SP2023 is delivered by 1 April 2023.
14. Departments have looked closely at potential opportunities to achieve the required savings and unsurprisingly the exercise has been extremely challenging because savings of £560m have already been driven out over the past eleven years, and the fact that the size of the target (a further 10% reduction in departmental cash limited budgets) requires a complete "re-look"; with previously discounted options potentially 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 SP2023 Programme target to be delivered.
15. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks between 7 June and 18 July. The consultation was widely promoted to stakeholders and

residents and asked for their views on ways the County Council could balance its budget in response to continuing pressures on local government funding, and still deliver core public services.

16. The consultation was clear that a range of options would be needed to deliver the required £80m of savings by 2023. Therefore, whilst each option offers a valid way of contributing in part to balancing the budget – plugging the estimated £80m gap in full will inevitably require a combination of approaches. For example, the Information Pack illustrated the amount of savings that would still be required even if council tax was increased by up to 10%. It explained that the £80m estimated budget shortfall took into account an assumed increase in ‘core’ council tax of 1.99% and an increase in the Adult Social Care Precept of 2% in both 2022/23 and 2023/24. 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 ‘spare’ reserves would only provide a temporary fix, providing enough money to run services for around 14 days.
17. As the consultation feedback confirms, a number of different approaches are likely to still be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:
 - **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children
 - **using reserves carefully** to help meet one-off demand pressures
 - **maximise income generation** opportunities;
 - **lobby central government** for legislative change to enable charging for some services;
 - **minimise reductions and changes to local services** wherever possible, including by raising council tax by 3.99%;
 - consider further the opportunities for **changing local government arrangements** in Hampshire;
 - consider further the opportunities around **devolution of financial powers** in response to the Government’s County Deal and levelling up agenda.
18. Executive Lead Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals for this report. Responses to the consultation will similarly help to inform the decision making by Cabinet and Full Council in October and November of 2021 on options for delivering a balanced budget up to 2023/24, which the Authority is required by law to do.

19. 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 SP2023 Programme have helped to shape the final proposals presented for approval in this report.

Budget Update

20. Members will be aware that 2019/20 represented the final year of the previous multi-year Spending Review period. Single year Spending Reviews were undertaken for 2020 and 2021 due to the significant levels of economic and fiscal uncertainty associated with the UK's departure from the European Union and impacts of the Coronavirus pandemic respectively. The Government's decision to suspend multi-year budget planning and revert to annual spending rounds for most departments means that the prospects for local government finance beyond 2021 remain uncertain.
21. In recent years, significant lobbying of the Government has been undertaken by Hampshire and the wider local government sector in order to ask them to address the financial pressures we are facing and to convince them to provide an early indication of the financial resources available to local authorities over the medium term.
22. At the time of writing, there has been no announcement from the Government regarding the 2021 Spending Round. Members will be briefed on the detail of the Spending Round as part of the updated Medium Term Financial Strategy when available.

Savings Programme to 2023 – Departmental Context/Approach

23. The Emergency Planning and Resilience service is a corporate service which transferred permanently to CCBS in April 2021.
24. CCBS has taken a strategic and targeted approach to identifying its transformation opportunities and savings targets for SP2023.
25. Within CCBS, income generation is critical to the majority of departmental activity. The department currently delivers services that generate over £100m of income annually. In recent years, the department has focused on driving a commercial approach to maximise public value, reducing core-funding to income-generating services, and developing key IT infrastructure to realise efficiencies and respond to changing customer needs and expectations.
26. This direction of travel for the department has proved successful and continues for SP2023, albeit with the associated risks of operating in highly

competitive markets with slim margins. Cost increases and market fluctuations present challenges, and these may be exacerbated by post-Brexit trading conditions.

27. Set against this background, the department's SP2023 proposals focus on continuing to develop services to be increasingly efficient and customer focused, and ensuring non-statutory services are self-sustaining over the long term. Different delivery models will be explored where appropriate to support this, and services will continue to maximise the collective benefits of partnerships and collaborative working.
28. Further digital innovation will be critical to the success of proposed changes. CCBS services require a strong, highly effective web presence offering customers the ability to transact easily online. Many of the department's SP2023 proposals are dependent upon exploiting digital tools and growing digital skills to improve productivity and interactions with customers.

Emergency Planning and Resilience

29. To meet its SP2023 savings target, Emergency Planning and Resilience is proposing to conduct a thorough review of all aspects of the service, to include the structure, resourcing and workstreams undertaken with a view to implementing changes in the way the service operates. Savings will be driven from ensuring the service is delivered in the most efficient and effective way. Management of existing vacancies will likely contribute towards the savings. Additional focus will be given to understanding any business development and income generation opportunities.

Summary Financial Implications

30. The savings target that was set for CCBS was £3.361m of which the savings from the corporate Emergency Planning and Resilience service comprise £45,000 and detail of the proposal being put forward to meet this target is contained in Appendix 1.
31. The requirement for SP2023 was for the savings to be achieved in full by financial year 2023/24. The Department is planning to meet this requirement and has therefore not needed to set aside any funding in its Cost of Change reserve against timing shortfalls. No early achievement of £45,000 from the Emergency Planning and Resilience savings proposals is anticipated.

Workforce Implications

32. Appendix 1 also provides information on the estimated number of reductions in staffing as a result of implementing the proposals.

33. At least one Full Time Equivalent (FTE) post would potentially be affected. The Department would seek in the first instance to achieve any required reductions in posts through natural turnover and vacancy management within the relevant services. However, there may remain a balance that would need to be managed down between now and the implementation date.
34. The County Council's approach to managing down staff levels in a planned and sensitive way through the use of managed recruitment, redeployment of staff where possible and voluntary redundancy where appropriate will be continued.

Climate Implications

35. Hampshire County Council utilises two decision-making tools to assess the carbon emissions and resilience of its projects and decisions. These tools provide a clear, robust, and transparent way of assessing how projects, policies and initiatives contribute towards the County Council's climate change targets of being carbon neutral and resilient to the impacts of a 2°C temperature rise by 2050. This process ensures that climate change considerations are built into everything the Authority does.
36. Given that this report deals with savings proposals it is difficult to assess any specific climate change impacts at this stage, but assessments will be undertaken for individual proposals, if appropriate as part of the implementation process.

Consultation, Decision Making and Equality Impact Assessments

37. As part of its prudent financial strategy, the County Council has been planning since June 2020 how it might tackle the anticipated deficit in its budget by 2023/24. As part of the MTFs, which was last approved by the County Council in September 2020, initial assumptions have been made about inflation, pressures, council tax levels and the use of reserves. Total anticipated savings of £80m are required and savings targets were set for departments as part of the planning process for balancing the budget.
38. The proposals in this report represent suggested ways in which departmental savings could be generated to meet the target that has been set as part of the SP2023 Programme. Individual Executive Members cannot make decisions on strategic issues such as council tax levels and use of reserves and therefore, these proposals, together with the outcomes of the *Serving Hampshire - Balancing the Budget* consultation exercise outlined below, will go forward to Cabinet and County Council and will be considered in light of all the options that are available to balance the budget by 2023/24.

39. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks from 7 June to the 18 July 2021. The consultation was promoted to residents and stakeholders through a range of online and offline channels including: the County Council’s website, social media channels, Hampshire Perspectives residents’ forum and Your Hampshire e-newsletter; in County Council libraries and buildings and on electronic noticeboards in GP surgeries and healthcare settings; via media releases to the local TV, radio and written press; via targeted social media advertising; and through direct mail contact to a wide range of groups and organisations across Hampshire (such as district and parish councils, schools, voluntary and community sector groups and organisations, service providers), which promoted onward dissemination, as well as response. 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.
40. 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 2023. 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%.
41. 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.
42. 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 1.99% and an increase in the Adult Social Care Precept of 2% in both 2022/23 and 2023/24. 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 ‘spare’ reserves would only provide a temporary fix, providing enough money to run services for around 14 days.

43. 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.
44. A total of 2,027 responses were received to the consultation – 1,931 via the Response Forms and 96 as unstructured responses through email, letter and social media.
45. The key findings from consultation feedback are as follows:
- Agreement that the County Council should carry on with its **financial strategy** now stands at 45%, compared with 52% in 2019, and 65% in 2017. 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).
 - The data suggests that respondents are concerned about the implications of further service changes and charges and increasingly feel that the solution lies with nation Government.
 - Both data and verbatim comments indicate the respondents want the County Council to **lobby central Government** for further funding and to allow additional charging in a number of areas:
 - 87% agreed with lobbying for additional funding to deliver social care services for adults and children.
 - 69% agreed with lobbying for increased central government grant funding for libraries
 - 66% agreed with updating the 1964 Public Libraries and Museums Act to enable service modernisation
 - 62% agreed with means testing/ charging for Home to School Transport (HtST)
 - 60% agreed with charging £10 for issuing an Older Person’s Bus Pass
 - 51% agreed with making change to the charging approach for non-residential social services
 - However, there were exceptions, namely that:
 - Most respondents (52%) did not feel that it would be appropriate to lobby for charges relating to Household Waste Recycling Centres (HWRCs)
 - 47% disagreed (compared to 38% who agreed) that councils should be permitted to charge a 25% per journey fare for concessionary travel
 - A clear majority of respondents (63%) agreed that the County Council should explore further the possibility of changing local government arrangements for Hampshire.
 - No majority view was achieved for any of the other proposals, but the weight of opinion veered slightly towards agreement with:

- The position that reserves should not be used (48% agreement vs 42% disagreement);
- That existing service charges could be raised (45% agreement vs 33% disagreement);

And towards disagreement with:

- Introducing new service charges (47% disagreement vs 41% agreement)
 - Reducing or changing services (49% disagreement vs 36% agreement)
- A slight majority of respondents (52%) preferred that the County Council raise **Council Tax** by less than 3.99%. This compared to 21% of respondents whose first choice was to raise council tax by 3.99% and 27% who would choose an increase of more than 3.99%.
 - Suggestions for income generation most commonly related to charges that the County Council could apply. There was also frequent mention of changes to how Council Tax is collected, delivering efficiencies in Council services, ways that the Council could save costs to its operational budget, and suggestions that the County Council could improve its return on investments and adopt more commercial practices.
 - Around half of respondents specified impacts that they felt would arise should the County Council continue with its financial strategy and approve the proposed options. Almost half of these related to the protected equalities characteristic of age (47%) – most often the effect on children and young people – with impacts on poverty (33%), disability (30%), and rurality (23%) also commonly mentioned. The potential environmental impacts were also noted in a third of the comments submitted (34%). The specific nature of the perceived impacts primarily related to reduction in service quality or availability and the personal financial impacts of increased taxation or charging.
 - Efficiency savings were the most common focus of additional suggestions, incorporating staffing, contractor and Member costs, process efficiencies and more effective use of building space.
 - The 96 unstructured responses to the consultation, submitted via letter / email or on social media, primarily focussed on the perceived impacts of the proposals, stating concern about reductions to services and the need to focus on reducing costs and lobbying national government for additional funding in preference to raising local taxes.

Proposals following consultation feedback

46. Executive Lead Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals. As the consultation feedback confirms, a number of different approaches are likely to still be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:

- **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children
 - **using reserves carefully** to help meet one-off demand pressures
- **maximise income generation** opportunities;
- **lobby central government** for legislative change to enable charging for some services;
- **minimise reductions and changes to local services** wherever possible, including by raising council tax by 3.99%;
- consider further the opportunities for **changing local government arrangements** in Hampshire;
- consider further the opportunities around **devolution of financial powers** in response to the Government’s County Deal and levelling up agenda.

47. The proposals set out in Appendix 1 have, wherever possible, been developed in line with these principles. As outlined above, CCBS’ approach to its SP2023 proposals is focused on developing efficient and sustainable customer-focused services, maximising income generation opportunities where appropriate to support this.

48. Following the Executive Member Decision Days, all final savings proposals will go on to be considered by the Cabinet and Full Council in October and November – providing further opportunity for the overall options for balancing the budget to be considered as a whole and in view of the consultation findings. Further to ratification by Cabinet and Full Council, some proposals may be subject to further, more detailed consultation.

49. In addition to the consultation exercise, Equality Impact Assessments (EIAs) have been produced for all the savings proposals outlined in Appendix 1 and these have been provided for information in Appendix 2. These EIAs have considered feedback from the public consultation in shaping savings proposals where appropriate and will be considered further and alongside a cumulative EIA by Cabinet and Full Council. The cumulative assessment provides an opportunity to consider the multiple impacts across proposals as a whole and, therefore, identify any potential areas of multiple disadvantage where mitigating action(s) may be needed.

50. Together the *Balancing the Budget* consultation and Equality Impact Assessments have helped to shape the final proposals presented for approval in this report.

51. If the recommendations in this report are agreed, no further formal public consultation (Phase 2) will be required on the proposals.

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>
Medium Term Financial Strategy Update https://democracy.hants.gov.uk/documents/s53375/MTFS%20-%20Cabinet%20FINAL.pdf	Cabinet - 14 July 2020 County Council – 16 July 2020
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:

A full Equalities Impact Assessment has been undertaken for each of the savings options and these are included as a separate appendix to this report (Appendix 2).

Deputy Leader: Emergency Planning – Proposed Savings Options (Subject to consultation where appropriate)

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
CCBS07	Emergency Planning: service review	Some changes to staff roles / ways of working to drive service improvement with the potential for staff reduction depending upon implementation options. Changes may impact customers and partners dependent on outcome of review.	0	45	45	1
Total			0	45	45	1
Other CCBS savings:						
Executive Member for Recreation, Heritage and Rural Affairs			1,533	2,591	2,591	13-15
Executive Member for Commercial Strategy, Estates and Property			133	650	650	7
Executive Member for Performance, HR and Partnerships			0	75	75	2
Total Culture, Communities and Business Services			1,666	3,361	3,361	23-25

Culture, Communities and Business Services EIAs

Savings Programme reference(s)	Service Area
CCBS07	Emergency Planning and Resilience

SP23 EIA – CCBS Emergency planning and resilience restructure– Staff**EIA writer(s) and authoriser**

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Stuart Fox	CCBS	Head of Emergency Planning and Resilience	Stuart.fox@hants.gov.uk	07747 698258	12.05.21	V2
2	EIA authoriser	Patrick Blogg	CCBS	Deputy Director of CCBS	Patrick.blogg@hants.gov.uk	03707 796865	12.05.21	V2
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	Eia.ccbs@hants.gov.uk	03707 798946	12.05.21	V2

Section one – information about the service and service change

Service affected	Emergency Planning and Resilience Team (EPRT)
Please provide a short description of the service / policy/project/project phase	<p>Emergency Planning and Resilience Team is responsible for;</p> <ul style="list-style-type: none"> • Ensuring the county council’s statutory duties, under the Civil Contingencies Act 2004, are undertaken. • Representing the council at the Hampshire and Isle of Wight Local Resilience Forum • Fulfilling the council’s duties under the Control Of Major Accident Hazard regulations • Fulfilling the council’s duties for Safety at Sports Grounds • Corporate Business Continuity strategy and implementation • Responsible for writing, reviewing and testing emergency plans for identified high risks

	<ul style="list-style-type: none"> • Planning, Training, Exercising and responding to civil emergencies on behalf of the county council and 8 district and borough councils
<p>Please explain the new/changed service/policy/project</p>	<p>Emergency Planning and Resilience propose to conduct a thorough review of all aspects of the service, to include the structure, staffing and workstreams undertaken with a view to implement changes in the way the service operates.</p> <p>The review will consider how necessary savings can be best delivered whilst maintaining adequate resource for delivering and effective, efficient, competent service that is fit for purpose. The review may propose changes to the current staffing structure and associated roles and responsibilities.</p> <p>It should be noted that the service is running with vacancies and has for some time which could be considered as part of the contribution towards savings.</p>

<p>Engagement and consultation</p>	
<p></p>	
<p>The County Council's <i>Serving Hampshire Balancing the Budget</i> consultation (2021-2023) 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.</p>	
<p></p>	
<p>Has any pre-consultation engagement been carried out? (Delete as appropriate)</p>	
	<p>No</p>
<p></p>	
<p>Describe the consultation or engagement you have performed or are intending to perform.</p>	
<p>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.</p>	

No consultation or engagement will be carried out prior to Serving Hampshire Balancing the Budget Consultation (2021-23). Should work force changes be identified and required post the proposed review, a thorough and appropriate staff consultation will be conducted.

Section two: Assessment

Table 1 Impact Assessment

Protected characteristic (see EIA Guidance for considerations)	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		X				Staff
Disability		X				Staff
Gender reassignment		X				Staff
Pregnancy and maternity		X				Staff
Race		X				Staff
Religion or belief		X				Staff
Sex		X				Staff

Sexual orientation		X				Staff
Marriage & civil partnership		X				Staff
Poverty		X				Staff
Rurality		X				Staff

Table 2 Geographical impact

Does the proposal impact on a specific area?

Area	Yes / no	Area	Yes / no	Area	Yes / no
All Hampshire	Yes	Fareham		New Forest	
Basingstoke and Deane		Gosport		Rushmoor	
East Hampshire		Hart		Test Valley	
Eastleigh		Havant		Winchester	

Section three: Equality Statement**Table 3 Consideration of and explanation for neutral or low negative impacts**

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	<p>The age profile of the Emergency Planning and Resilience Team</p> <p>20-29 = 50%</p> <p>30-39 = 25%</p> <p>40-49 = 12.5%</p> <p>50-59 = 12.5%</p> <p>Our age profile differs from the corporate profile with more in the lower/mid age ranges and less in the upper range.</p> <p>It is very hard to know the implications on this protected characteristic until the review of the Emergency Planning and Resilience Team and any subsequently required changes are confirmed. Any impacts are considered to be neutral or low. As previously stated, the service is already currently carrying vacancies and if further changes were required, stringent processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular protected characteristic.</p>
Disability	<p>No staff in Emergency Planning and Resilience have declared that they have a disability. This does not mean that measures will not be taken to ensure changes do not disadvantage those from the protected characteristic group</p>
Gender Reassignment	<p>It is not thought that any potential changes will have any impact on this group and no staff have indicated that they are in this protected characteristic group</p>
Pregnancy and Maternity	<p>80% of staff within impacted team are women, and it is possible that at the time of any staff reviews there may be staff on maternity leave or currently pregnant. Any staff on maternity leave during any period of workforce change would be given the opportunity to engage in relevant 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 would be disproportionately affected by any workforce changes.</p>
Race	<p>Current ethnicity profile of the Emergency Planning and Resilience Service is 100% white. It is very hard to know the implications on this protected characteristic until the review of the Emergency Planning and Resilience Team and any subsequently required changes are confirmed. Any impacts are considered to be neutral or low. As previously stated, the service is already currently carrying vacancies and if further changes were required, stringent</p>

	processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular protected characteristic.
Sex	The gender profile of the Emergency Planning and Resilience Service; 20% male (compared to 24% male staff within HCC) 80% Female (compared to 76% staff within HCC) Therefore there is an uneven gender split within the service. It is very hard to know the implications on this protected characteristic until the review of the Emergency Planning and Resilience Team and any subsequently required changes are confirmed. Any impacts are considered to be neutral or low. As previously stated, the service is already currently carrying vacancies and if further changes were required, stringent processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular protected characteristic.
Sexual Orientation	There is no current data on this characteristic in the Emergency Planning and Resilience Service. It is not thought that any changes to the service will have an impact on this protected characteristic
Marriage and Civil Partnership	No current data on this characteristic in the Emergency Planning and Resilience Service. It is not thought that any changes to the service will have an impact on this protected characteristic
Poverty	The grade profile of staff working for Emergency Planning and Resilience is in the middle ranges and reflects the nature of the roles required within the team. It is very hard to know the implications on this protected characteristic until the review of the Emergency Planning and Resilience Team and any subsequently required changes are confirmed. Any impacts are considered to be neutral or low.
Rurality	No current data on this characteristic in the Emergency Planning and Resilience Service. It is not thought that any changes to the service will have an impact on this protected characteristic

Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Box 1 Please set out any additional information which you think is relevant to this impact assessment:

It should be noted the Emergency Planning and Resilience Team is not a public facing service. Its primary focus is internal and with partners/stakeholders and driven by statutory regulations and requirements. Regardless of any restructure to the service, the statutory functions that Emergency Planning and Resilience discharge on behalf of the council (Control of Major Accident Hazards, Civil Contingencies Act, sports ground safety), will always be fulfilled and take precedence over non statutory work. At this stage of the proposal there are no predicted impacts on other HCC departments and as such no EIA has been undertaken for the public.

Currently, any changes to the Emergency Planning and Resilience Service structure are not thought or expected to have any impact on the protected and other characteristics. Once the review underway and the outcomes become clearer if it is found that any proposed changes do present a risk, either this EIA will be updated or a more detailed EIA will be conducted and undertaken along with any appropriate actions in response to the outcomes.

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

N/A

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HAMPSHIRE COUNTY COUNCIL

Cover Report

Committee:	Policy and Resources Select Committee
Date:	24 September 2021
Title:	Savings Programme to 2023 – Revenue Savings Proposals - Property
Report From:	Director of Culture, Communities and Business Services and Director of Corporate Operations

Contact name: Felicity Roe

Tel:

Email: felicity.roe@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to outline the detailed savings proposals for Commercial Strategy, Estates and Property Services within the Culture, Communities and Business Services (CCBS) Department that have been developed as part of the Savings Programme to 2023 (SP2023) Programme.
2. The report also provides details of the Equality Impact Assessments (EIAs) that have been produced in respect of these proposals and highlights where applicable, any key issues arising from the public consultation exercise that was carried out over the summer and how these have impacted on the final proposals presented in this report.
3. The Executive Member for Commercial Strategy, Estates and Property is requested to approve the detailed savings proposals for submission to Cabinet in October and then full County Council in November, recognising that there will be further public consultation for some proposals.

Recommendation

That the Policy and Resources Select Committee consider the detailed savings proposals and:

Either:

4. Support the recommendations being proposed to the Executive Member for Commercial Strategy, Estates and Property in section 2 of the report.

Or:

5. Agree any alternative recommendations equivalent in value to the required Savings Programme 2023 total, to the Executive Member for Commercial Strategy, Estates and Property in regards to the budget proposals set out in the report.
6. Agree any feedback or comments relating to the Select Committee's recommendations for consideration by the Executive Member when making their decision.

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Executive Member for Commercial Strategy, Estates and Property
Date:	29 September 2021
Title:	Savings Programme to 2023 – Revenue Savings Proposals – Property
Report From:	Director of Culture, Communities and Business Services and Director of Corporate Operations

Contact name: Felicity Roe

Tel: 01964 847876

Email: felicity.roe@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to outline the detailed savings proposals for Commercial Strategy, Estates and Property services within the Culture, Communities and Business Services (CCBS) Department that have been developed as part of the Savings Programme to 2023 (SP2023) Programme.

Recommendation

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

Executive Summary

3. This report outlines the detailed savings proposals for Commercial Strategy, Estates and Property that have been developed as part of the Savings to 2023 (SP2023) Programme. The report also provides details of the Equality Impact Assessments (EIAs) that have been produced in respect of these proposals and highlights where applicable, any key issues arising from the public consultation exercise that was carried out over the summer and how these have impacted on the final proposals presented in this report.
4. The Executive Member is requested to approve the detailed savings proposals for submission to Cabinet in October and then full County Council

in November, recognising that there will be further public consultation for some proposals.

Contextual Information

5. Members will be fully aware that the County Council has responded 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).
6. Whilst in more recent years there have been no reductions in government grant to deal with, what small increases there have been have not been sufficient to cover inflationary increases, coupled with a continued (and growing) underfunding for social care demand pressures.
7. 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 albeit elements of more recent programmes have taken longer to deliver as they become more complex.
8. 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 Councils, with eight authorities having been granted exceptional financial support packages by Government in response to unmanageable pressures arising in 2020/21 and 2021/22. Furthermore, the County Council is accounting for the specific financial challenges arising as a result of the Coronavirus pandemic on a non-recurrent basis and expects to meet these challenges within the existing support package from Government, together with funding already set aside for this purpose. This is testament to the strength of the Council's underlying financial position owing to the success of its service transformation agenda and prudent financial management approach.
9. However, Covid-19 has impacted delivery of both the Transformation to 2019 (Tt2019) and Transformation to (Tt2021) programmes, with £45m of outstanding savings still to deliver. Whilst sufficient resources have been set aside to cover this delayed implementation, the need to commence the successor programme will require twin-tracked delivery of change programmes, presenting a significant challenge for services. SP2023 will seek to achieve an additional £80m of savings, bringing the total savings to be delivered over the next two years to £125m and cumulatively to £640m in total.

10. It is recognised that each successive transformation programme is becoming more difficult to deliver as the potential to achieve further permanent cost reductions through early intervention and demand management and prevention approaches is reduced. Given the level of savings already achieved and the shortened timescales for delivery, the SP2023 programme will focus primarily on services that may be reduced or stopped rather than on driving further transformative change, although opportunities for transformation, efficiencies and income generation will of course continue to be pursued.
11. The ongoing impacts of the pandemic continue to present capacity challenges for operational teams and their ability to support transformation programmes has been limited as a result. However, with the acute impacts of the pandemic beginning to recede, existing change programmes in Adults and Children's social care will continue to be progressed alongside delivery of the SP2023 programme.
12. The announcement of a further single year Spending Review covering the period to March 2022 has placed the County Council in a very difficult position in terms of future financial planning. Given the lack of any certainty after this period, the County Council has had no choice but to assume that savings required to meet a two-year gap of at least £80m will be required by April 2023 as we cannot take the risk of delaying the programme until 2024. Furthermore, the financial constraints created by Covid-19 mean that there will be no funding available to cash flow a savings programme beyond April 2023.
13. The business-as-usual deficit in 2022/23, forecast to be £40.2m, has been provided for and will be drawn from the Budget Bridging Reserve in line with our normal strategy. However, given the current medium-term deficit due to Covid-19 pressures and the resulting financial response package, which uses up all available financial flexibility and still requires significant additional government funding, it is critical that SP2023 is delivered by 1 April 2023.
14. Departments have looked closely at potential opportunities to achieve the required savings and unsurprisingly the exercise has been extremely challenging because savings of £560m have already been driven out over the past eleven years, and the fact that the size of the target (a further 10% reduction in departmental cash limited budgets) requires a complete "re-look"; with previously discounted options potentially 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 SP2023 Programme target to be delivered.
15. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks between 7 June and 18 July. The consultation was widely promoted to stakeholders and

residents and asked for their views on ways the County Council could balance its budget in response to continuing pressures on local government funding, and still deliver core public services.

16. The consultation was clear that a range of options would be needed to deliver the required £80m of savings by 2023. Therefore, whilst each option offers a valid way of contributing in part to balancing the budget – plugging the estimated £80m gap in full will inevitably require a combination of approaches. For example, the Information Pack illustrated the amount of savings that would still be required even if council tax was increased by up to 10%. It explained that the £80m estimated budget shortfall took into account an assumed increase in ‘core’ council tax of 1.99% and an increase in the Adult Social Care Precept of 2% in both 2022/23 and 2023/24. 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 ‘spare’ reserves would only provide a temporary fix, providing enough money to run services for around 14 days.
17. As the consultation feedback confirms, a number of different approaches are likely to still be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:
 - **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children
 - **using reserves carefully** to help meet one-off demand pressures
 - **maximise income generation** opportunities;
 - **lobby central government** for legislative change to enable charging for some services;
 - **minimise reductions and changes to local services** wherever possible, including by raising council tax by 3.99%;
 - consider further the opportunities for **changing local government arrangements** in Hampshire.
 - consider further the opportunities around **devolution of financial powers** in response to the Government’s County Deal and levelling up agenda.
18. Executive Lead Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals for this report. Responses to the consultation will similarly help to inform the decision making by Cabinet and Full Council in October and November of 2021 on options for delivering a balanced budget up to 2023/24, which the Authority is required by law to do.

19. 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 SP2023 Programme have helped to shape the final proposals presented for approval in this report.

Budget Update

20. Members will be aware that 2019/20 represented the final year of the previous multi-year Spending Review period. Single year Spending Reviews were undertaken for 2020 and 2021 due to the significant levels of economic and fiscal uncertainty associated with the UK's departure from the European Union and impacts of the Coronavirus pandemic respectively. The Government's decision to suspend multi-year budget planning and revert to annual spending rounds for most departments means that the prospects for local government finance beyond 2021 remain uncertain.
21. In recent years, significant lobbying of the Government has been undertaken by Hampshire and the wider local government sector in order to ask them to address the financial pressures we are facing and to convince them to provide an early indication of the financial resources available to local authorities over the medium term.
22. At the time of writing, there has been no announcement from the Government regarding the 2021 Spending Round. Members will be briefed on the detail of the Spending Round as part of the updated Medium Term Financial Strategy when available.

Savings Programme to 2023 – Departmental Context/Approach

23. CCBS has taken a strategic and targeted approach to identifying its transformation opportunities and savings targets for SP2023.
24. Within CCBS, income generation is critical to the majority of departmental activity. The department currently delivers services that generate over £100m of income annually. In recent years, the department has focused on driving a commercial approach to maximise public value, reduce core-funding to income-generating services, and develop key IT infrastructure to realise efficiencies and respond to changing customer needs and expectations.
25. This direction of travel for the department has proved successful and continues for SP2023, albeit with the associated risks of operating in highly competitive markets with slim margins. Cost increases and market fluctuations present challenges, and these may be exacerbated by post-Brexit trading conditions.

26. Set against this background, the department's SP2023 proposals focus on continuing to develop services to be increasingly efficient and customer focused, and ensuring non-statutory services are self-sustaining over the long term. Different delivery models will be explored where appropriate to support this, and services will continue to maximise the collective benefits of partnerships and collaborative working.
27. Further digital innovation will be critical to the success of proposed changes. CCBS services require a strong, highly effective web presence offering customers the ability to transact easily online. Many of the department's SP2023 proposals are dependent upon exploiting digital tools and growing digital skills to improve productivity and interactions with customers.
28. The savings target set for CCBS is £3.361m of which £650,000 relates to savings from Commercial Strategy, Estates and Property. The savings target for Commercial Strategy, Estates and Property is comprised of:
- Property Services £300,000
 - Transformation and Business Services £350,000

Property Services

29. Property Services is proposing to continue to drive efficiencies in its service delivery, with a particular focus on the implementation of new and improved digital platforms to improve outcomes and customer satisfaction. In particular, this will include delivery of Phase 2 implementation of the Concerto Asset Management System, exploiting digital tools to capture, analyse and report asset intelligence. This implementation is expected to benefit the management of the whole County Council estate. In addition, changes in future ways of working post-Covid, coupled with opportunities to exploit more digital ways of working, are expected to generate savings in areas that support the wider organisation's core requirements including soft facilities management and office support services.

Transformation and Business Services

30. Transformation and Business Services comprises a number of different CCBS teams and their SP2023 savings are proposed to be achieved in a number of ways. The Hampshire Broadband Programme will be reviewed in line with the new national programme. Revenue budget for the team will be removed and programme gainshare will be used to meet the budget needs of the future programme. In addition, a review of the Business Support and Transformation teams will be undertaken to make efficiency savings from more joined-up and efficient operating models. CCBS will also review how customer contact is managed within the department, seeking ways to encourage greater customer self-service using digital channels, reducing dependency on more costly contact methods, and enabling associated cost savings to be made as a result.

Summary Financial Implications

31. The savings target that was set for CCBS was £3.361m of which the savings from Commercial Strategy, Estates and Property services comprise £650,000 and the detailed savings proposals that are being put forward to meet this target are contained in Appendix 1.
32. The requirement for SP2023 was for the savings to be achieved in full by financial year 2023/24. The Department is planning to meet this requirement and has therefore not needed to set aside any funding in its Cost of Change reserve against timing shortfalls. The proposals for Commercial Strategy, Estates and Property savings could deliver early achievement of £133,000 .

Workforce Implications

33. Appendix 1 also provides information on the estimated number of reductions in staffing as a result of implementing the proposals.
34. Seven Full Time Equivalent (FTE) posts would potentially be affected. The Department would seek in the first instance to achieve any required reductions in posts through natural turnover and vacancy management within the relevant services. However, there may remain a balance that would need to be managed down between now and the implementation date.
35. The County Council's approach to managing down staff levels in a planned and sensitive way through the use of managed recruitment, redeployment of staff where possible and voluntary redundancy where appropriate will be continued.

Climate Implications

36. Hampshire County Council utilises two decision-making tools to assess the carbon emissions and resilience of its projects and decisions. These tools provide a clear, robust, and transparent way of assessing how projects, policies and initiatives contribute towards the County Council's climate change targets of being carbon neutral and resilient to the impacts of a 2°C temperature rise by 2050. This process ensures that climate change considerations are built into everything the Authority does.
37. Given that this report deals with savings proposals it is difficult to assess any specific climate change impacts at this stage, but assessments will be undertaken for individual proposals, if appropriate as part of the implementation process.

Consultation, Decision Making and Equality Impact Assessments

38. As part of its prudent financial strategy, the County Council has been planning since June 2020 how it might tackle the anticipated deficit in its budget by 2023/24. As part of the MTFs, which was last approved by the County Council in September 2020, initial assumptions have been made about inflation, pressures, council tax levels and the use of reserves. Total anticipated savings of £80m are required and savings targets were set for departments as part of the planning process for balancing the budget.
39. The proposals in this report represent suggested ways in which departmental savings could be generated to meet the target that has been set as part of the SP2023 Programme. Individual Executive Members cannot make decisions on strategic issues such as council tax levels and use of reserves and therefore, these proposals, together with the outcomes of the *Serving Hampshire - Balancing the Budget* consultation exercise outlined below, will go forward to Cabinet and County Council and will be considered in light of all the options that are available to balance the budget by 2023/24.
40. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks from 7 June to the 18 July 2021. The consultation was promoted to residents and stakeholders through a range of online and offline channels including: the County Council’s website, social media channels, Hampshire Perspectives residents’ forum and Your Hampshire e-newsletter; in County Council libraries and buildings and on electronic noticeboards in GP surgeries and healthcare settings; via media releases to the local TV, radio and written press; via targeted social media advertising; and through direct mail contact to a wide range of groups and organisations across Hampshire (such as district and parish councils, schools, voluntary and community sector groups and organisations, service providers), which promoted onward dissemination, as well as response. 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.
41. 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 2023. 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%.
42. 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.
43. 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 1.99% and an increase in the Adult Social Care Precept of 2% in both 2022/23 and 2023/24. 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 'spare' reserves would only provide a temporary fix, providing enough money to run services for around 14 days.
44. 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.
45. A total of 2,027 responses were received to the consultation – 1,931 via the Response Forms and 96 as unstructured responses through email, letter and social media.
46. The key findings from consultation feedback are as follows:
- Agreement that the County Council should carry on with its **financial strategy** now stands at 45%, compared with 52% in 2019, and 65% in 2017. 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).
 - The data suggests that respondents are concerned about the implications of further service changes and charges and increasingly feel that the solution lies with nation Government.
 - Both data and verbatim comments indicate the respondents want the County Council to **lobby central Government** for further funding and to allow additional charging in a number of areas:
 - 87% agreed with lobbying for additional funding to deliver social care services for adults and children.

- 69% agreed with lobbying for increased central government grant funding for libraries
- 66% agreed with updating the 1964 Public Libraries and Museums Act to enable service modernisation
- 62% agreed with means testing/ charging for Home to School Transport (HtST)
- 60% agreed with charging £10 for issuing an Older Person’s Bus Pass
- 51% agreed with making change to the charging approach for non-residential social services
- However, there were exceptions, namely that:
 - Most respondents (52%) did not feel that it would be appropriate to lobby for charges relating to Household Waste Recycling Centres (HWRCs)
 - 47% disagreed (compared to 38% who agreed) that councils should be permitted to charge a 25% per journey fare for concessionary travel
- A clear majority of respondents (63%) agreed that the County Council should explore further the possibility of changing local government arrangements for Hampshire.
- No majority view was achieved for any of the other proposals, but the weight of opinion veered slightly towards agreement with:
 - The position that reserves should not be used (48% agreement vs 42% disagreement);
 - That existing service charges could be raised (45% agreement vs 33% disagreement);

And towards disagreement with:

- Introducing new service charges (47% disagreement vs 41% agreement)
- Reducing or changing services (49% disagreement vs 36% agreement)
- A slight majority of respondents (52%) preferred that the County Council raise **Council Tax** by less than 3.99%. This compared to 21% of respondents whose first choice was to raise council tax by 3.99% and 27% who would choose an increase of more than 3.99%.
- Suggestions for income generation most commonly related to charges that the County Council could apply. There was also frequent mention of changes to how Council Tax is collected, delivering efficiencies in Council services, ways that the Council could save costs to its operational budget, and suggestions that the County Council could improve its return on investments and adopt more commercial practices.
- Around half of respondents specified impacts that they felt would arise should the County Council continue with its financial strategy and approve the proposed options. Almost half of these related to the protected equalities characteristic of age (47%) – most often the effect on children and young people – with impacts on poverty (33%), disability (30%), and rurality (23%) also commonly mentioned. The potential environmental impacts were also

noted in a third of the comments submitted (34%). The specific nature of the perceived impacts primarily related to reduction in service quality or availability and the personal financial impacts of increased taxation or charging.

- Efficiency savings were the most common focus of additional suggestions, incorporating staffing, contractor and Member costs, process efficiencies and more effective use of building space.
- The 96 unstructured responses to the consultation, submitted via letter / email or on social media, primarily focussed on the perceived impacts of the proposals, stating concern about reductions to services and the need to focus on reducing costs and lobbying national government for additional funding in preference to raising local taxes.

Proposals following consultation feedback

47. Executive Lead Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals. As the consultation feedback confirms, a number of different approaches are likely to still be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:
- **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children
 - **using reserves carefully** to help meet one-off demand pressures
 - **maximise income generation** opportunities;
 - **lobby central government** for legislative change to enable charging for some services;
 - **minimise reductions and changes to local services** wherever possible, including by raising council tax by 3.99%;
 - consider further the opportunities for **changing local government arrangements** in Hampshire.
 - consider further the opportunities around **devolution of financial powers** in response to the Government's County Deal and levelling up agenda.
48. The proposals set out in Appendix 1 have, wherever possible, been developed in line with these principles. As outlined above, CCBS' approach to its SP2023 proposals is focused on developing efficient and sustainable customer- focused services, maximising income generation opportunities where appropriate to support this.
49. Following the Executive Member Decision Days, all final savings proposals will go on to be considered by the Cabinet and Full Council in October and November – providing further opportunity for the overall options for balancing

the budget to be considered as a whole and in view of the consultation findings. Further to ratification by Cabinet and Full Council, some proposals may be subject to further, more detailed consultation.

50. In addition to the consultation exercise, Equality Impact Assessments (EIAs) have been produced for all the savings proposals outlined in Appendix 1 and these have been provided for information in Appendix 2. These EIAs have considered feedback from the public consultation in shaping savings proposals where appropriate and will be considered further and alongside a cumulative EIA by Cabinet and Full Council. The cumulative assessment provides an opportunity to consider the multiple impacts across proposals as a whole and, therefore, identify any potential areas of multiple disadvantage where mitigating action(s) may be needed.
51. Together the *Balancing the Budget* consultation and Equality Impact Assessments have helped to shape the final proposals presented for approval in this report.
52. If the recommendations in this report are agreed, no further formal public consultation (Phase 2) will be required on the proposals.

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>
Medium Term Financial Strategy Update https://democracy.hants.gov.uk/documents/s53375/MTFS%20-%20Cabinet%20FINAL.pdf	Cabinet - 14 July 2020 County Council – 16 July 2020
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:

A full Equalities Impact Assessment has been undertaken for each of the savings options and these are included as a separate appendix to this report (Appendix 2).

Commercial Strategy, Property and Estates – Proposed Savings Options (Subject to consultation where appropriate)

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
CCBS01	Property Services: Service efficiencies through further exploitation of systems, digital technology and service reviews	Service reviews would be driven by changing organisational requirements e.g. office space, printing but may impact internal and external service users and customers. Some changes to staff roles / ways of working to realise business efficiencies.	100	300	300	0
CCBS05	Transformation and Business Services: New operating model for CCBS HantsDirect service. Review and integration of Broadband, Transformation and Business Support functions	Some changes to staff roles / ways of working to realise business efficiencies and drive service integration with the potential for some staff reductions depending upon implementation options. Changes to encourage greater customer contact via self-service likely to mean that ways in which customers can contact the department will be more limited for those with capacity and who have the ability to self-serve.	33	350	350	7
Total			133	650	650	7
Other CCBS savings:						
Executive Member for Recreation, Heritage and Rural Affairs			1,533	2,591	2,591	13-15
Executive Member for Performance, HR and Partnerships			0	75	75	2

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	Deputy Leader		0	45	45	1
	Total Culture, Communities and Business Services		1,666	3,361	3,361	23-25

Culture, Communities and Business Services EIAs

Savings Programme reference(s)	Service Area
CCBS01	Property Services
CCBS05	Transformation and Business Services

SP23 EIA – Property Services efficiencies – Staff and service users

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Rebecca Thompson	CCBS	Strategic Manager	rebecca.thompson@hants.gov.uk	0370 779 2072	22.06.21	V2
2	EIA authoriser	Steve Clow	CCBS	Assistant Director	steve.clow@hants.gov.uk	0370 779 8845	30.06.21	V2
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	Eia.ccbs@hants.gov.uk	0370 779 8946	23.06.21	V2

Section one – information about the service and service change

Service affected	Property Services
Please provide a short description of the service / policy/project/project phase	For T19, Property Services undertook a major transformation project, Property Futures, to integrate Property with the separate FM and Workstyles Services to form one new integrated service. For T21 Property Services continued the transformation started with Property Futures to implement a number of further efficiency programmes including the procurement and implementation of a new digital platform for the management of the HCC estate (Concerto asset management system) and the implementation of a new staff information hub on SharePoint.
Please explain the new/changed service/policy/project	Under the SP23 programme, Property Services is proposing to continue its programme of change to drive efficiencies through new ways of working by continuing a move to being an effective digitally-enabled service through implementation of new and improved digital platforms. In particular this will include Phase 2 of the AMS (Concerto) implementation, exploiting available digital tools such as O365, Power Apps and Power

	<p>BI to capture, analyse and report asset intelligence. Moving to digital ways of working to drive efficiencies and improve outcomes and customer satisfaction across the breadth of property services.</p> <p>Changes in future ways of working post Covid, where a hybrid home and office working model is anticipated for staff who were previously office based, coupled with HCC becoming a more digital organisation are also expected to impact on specific service areas that support the wider organisation including soft FM, print and post with the opportunity to move to more digital ways of working e.g. electronic mail. Local service reviews are required to anticipate and respond to these changes, with the opportunity to achieve further savings in these areas while continuing to support the wider organisation's core requirements.</p>
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Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) 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?

(Delete as appropriate)

	No, but is planned to be undertaken
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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.

It is not anticipated that changes proposed by Property Services will require public consultation as these are not public facing services. However it will be necessary to fully understand the impact of any proposals on the wider organisation, schools and our shared service partners (Police and Fire) to ensure that their core requirements continue to be met.

Where proposals may impact on staff an appropriate consultation will be undertaken with HR support.

Section two: Assessment

Table 1a Impact Assessment - Staff

Protected characteristic (see EIA Guidance for considerations)	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age			x			Staff
Disability		x				Staff
Gender reassignment		x				Staff
Pregnancy and maternity		x				Staff
Race		x				Staff
Religion or belief		x				Staff

Sex		X				Staff
Sexual orientation		X				Staff
Marriage & civil partnership		X				Staff
Poverty		X				Staff
Rurality		X				Staff

Table 1b Impact Assessment – Customers (primarily considered as corporate services, schools, Police and Fire but could also include building occupants and users)

Protected characteristic (see EIA Guidance for considerations)	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		X				'Customers'
Disability		X				'Customers'
Gender reassignment		X				'Customers'
Pregnancy and maternity		X				'Customers'

Race		x				'Customers'
Religion or belief		x				'Customers'
Sex		x				'Customers'
Sexual orientation		x				'Customers'
Marriage & civil partnership		x				'Customers'
Poverty		x				'Customers'
Rurality		x				'Customers'

Table 2 Geographical impact

Does the proposal impact on a specific area?

Area	Yes / no	Area	Yes / no	Area	Yes / no
All Hampshire	Yes	Fareham		New Forest	
Basingstoke and Deane		Gosport		Rushmoor	
East Hampshire		Hart		Test Valley	

Eastleigh		Havant		Winchester	
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Section three: Equality Statement

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	The average age of staff in Property Services is 52 and approximately one third of staff are age 56 and over. The move towards more digital ways of working will require staff to have or learn new skills. Data from the UK Consumer Digital Index indicates that age is a key factor in the level of digital skills, with older people typically having lower levels of digital skills and using digital technology less. Increasingly digital ways of working may therefore have a more significant impact on older staff who may require more training and support. This will be explored further as more detailed proposals are developed and mitigation measures will be considered which could include targeted training and support.
Disability (staff)	Approximately 5% of Property Services' staff identify as having a disability. Increasing digital ways of working, particularly where these provide more flexibility in working arrangements, may offer increased opportunity for staff with disabilities to engage more fully with areas of work which have previously not been so accessible to all. However, there may also be some more negative impacts from more use of digital technologies. This will be explored further as more detailed proposals are developed and mitigation measures will be considered at that time.
Sex	60% of Property Services staff are men compared to 40% women overall and therefore any staff impacts arising from the SP23 programme may impact more on men than women. However, within the soft FM, print and post teams, the gender balance is balanced (49% women to 51% men) and therefore changes in these areas are less likely to have a disproportionate impact on either sex. Impacts will be further considered once more detailed proposals have been developed.

Poverty	Increasingly digital ways of working may offer increased flexibility in where people work which could reduce the need for travel in some roles, providing a cost benefit to those staff. However this is less likely to be the case for roles within the soft FM and print teams which are primarily location and site based roles. Within these teams 96% of staff are at Grade E or below, with 72% at Grade C or below. The overall impact for poverty has been assessed as neutral. Impacts will be reviewed once more detail has been developed on the proposals for the SP23 programme.
Rurality (staff)	For staff who have flexibility in the work location, increasingly digital ways of working will offer increased opportunity for those who live in rural areas and may have previously found it difficult to take up roles that required regular travel to Winchester or another specific work location. Equally poor broadband connectivity in rural areas can create challenges for more digital ways of working. Therefore the overall impact has been assessed as neutral.
All other characteristics – sexual orientation, Race, gender reassignment, pregnancy and maternity, religion or belief (staff)	As the changes proposed are primarily process and system efficiencies it is not considered that these will impact disproportionately on the other protected characteristics.
All other characteristics - sexual orientation, Race, gender reassignment, pregnancy and maternity, religion or belief (customers)	It is not envisaged that the proposed changes will impact on protected characteristics for our corporate clients or building users and therefore this has been identified as neutral. However, it is possible that a move towards more digital ways of working could have similar impacts on our customers' staff as identified for our own staff – both positive and negative. This will be further assessed during consultation with our customers.

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
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N/A			
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Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Box 1 Please set out any additional information which you think is relevant to this impact assessment:

For customers - Digital ways of working may also offer the same positive benefits for our customers' staff. However, as we cannot influence their ways of working directly, the impact for customers has been identified as neutral.

Further work is required to full scope of the changes proposed for the SP23 programme. This will then allow the impacts on staff and customers to be further assessed and quantified and the EIA to be reviewed and updated. In particular it should be possible at this stage to more fully consider the demographics of any impacted groups so that the impacts on protected characteristics can be considered more specifically.

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

N/A

SP23 EIA – Broadband, Transformation and Business Support – Staff**EIA writer(s) and authoriser**

No		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Lisa Rake	CCBS	Transformation Manager	Lisa.rake@hants.gov.uk	0370 779 2899	15.6.21	V2
2	EIA authoriser	Alice Coppendale	CCBS	Strategic Manager, Transformation and Business Development	Alice.coppendale@hants.gov.uk	03707 790 665	15.6.21	V2
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	Eia.ccbs@hants.gov.uk	0370 779 8946	15.6.21	V2

Section one – information about the service and service change

Service affected	Hampshire Broadband Programme, CCBS Business Support, CCBS Transformation Team
Please provide a short description of the service / policy/project/project phase	CCBS Transformation and Business Services comprises a number of different teams. This EIA relates specifically to the Hampshire Broadband Programme, CCBS Business Support and CCBS Transformation teams. The Broadband team support delivery of improved broadband across Hampshire premises. The Business Support and Transformation teams deliver administrative, cross-cutting and specialist support to the Culture, Communities and Business Services department. These teams encompass a range of roles across numerous functions.

<p>Please explain the new/changed service/policy/project</p>	<p>In order to deliver their savings targets for 2023, the Hampshire Broadband Programme, CCBS Business Support and CCBS Transformation teams have undertaken to collectively review and makes changes to the way in which their cross-cutting and supporting functions are delivered. This review aims to develop a more joined-up and efficient operating model to support departmental priorities. It will include an appraisal of these teams' current range of activities and the staffing structures required to deliver them. The review and any changes arising from it may therefore result in workforce changes e.g. to the number of roles within these teams or amendments to role responsibilities and tasks and/or contractual changes. Until the review is complete, the nature and extent of any required workforce changes is unknown.</p>
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<p>Engagement and consultation</p>	
<p>The County Council's <i>Serving Hampshire Balancing the Budget</i> consultation (2021-2023) 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.</p>	
<p>Has any pre-consultation engagement been carried out? (Delete as appropriate)</p>	
	<p>No</p>
<p>Describe the consultation or engagement you have performed or are intending to perform.</p>	
<p>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.</p>	
<p>No consultation or engagement will be carried out prior to the <i>Serving Hampshire Balancing the Budget</i> consultation (2021-2023). Should workforce changes be required as a result of this proposed review, appropriate staff consultation will be carried out as and when required.</p>	

Section two: Assessment

Table 1 Impact Assessment

Protected characteristic (see EIA Guidance for considerations)	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		X				Staff
Disability		X				Staff
Gender reassignment		X				Staff
Pregnancy and maternity		X				Staff
Race		X				Staff
Religion or belief		X				Staff
Sex			X			Staff
Sexual orientation		X				Staff
Marriage & civil partnership		X				Staff

Poverty		X				Staff
Rurality		X				Staff

Table 2 Geographical impact

Does the proposal impact on a specific area?

Area	Yes / no	Area	Yes / no	Area	Yes / no
All Hampshire	Yes	Fareham		New Forest	
Basingstoke and Deane		Gosport		Rushmoor	
East Hampshire		Hart		Test Valley	
Eastleigh		Havant		Winchester	

Section three: Equality Statement**Table 3 Consideration of and explanation for neutral or low negative impacts**

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	Neutral - The age profile of impacted teams is broadly in line with the County Council as a whole.

	Until the review is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic but there is currently no evidence that it would be disproportionately affected by any workforce changes.
Disability	Neutral – Less than 7% of staff within impacted teams have a declared disability. This is not significantly different to that for the County Council as a whole in 2019/20 (3.61%). Until the review is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic but there is currently no evidence that it would be disproportionately affected by any workforce changes.
Gender reassignment	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Pregnancy and maternity	Neutral – c. 75% of staff within impacted teams are women, and it is possible that at the time of any staff reviews there may be staff on maternity leave or currently pregnant. Any staff on maternity leave during any period of workforce change would be given the opportunity to engage in relevant 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 would be disproportionately affected by any workforce changes.
Race	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Religion or belief	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Sex	Low negative – Within the impacted teams c. 25% of employees are male, 75% female. This is comparable with the HCC 2019/2020 position of 24% male and 76% female. Until the review is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic but there is currently no evidence that it would be disproportionately affected by any workforce changes. If required, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic.
Sexual orientation	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Marriage & civil partnership	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.

Poverty	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Rurality	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.

Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Box 1 Please set out any additional information which you think is relevant to this impact assessment:

Until the Hampshire Broadband Programme, CCBS Business Support and CCBS Transformation teams have reviewed their cross-cutting and supporting functions, and decisions are taken on a future operating model and any required workforce changes, it is unknown what the likely impact will be upon relevant staff. Further, more detailed EIAs will be undertaken at a later date, with appropriate consideration and action taken in respect of their findings.

At this stage, it is not thought that any changes resulting from the proposed review will have any impact on the public – due to the nature of the teams involved which are internal-facing, support services.

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

N/A

SP23 EIA – CCBS Hantsdirect – Staff

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Lisa Rake	CCBS	Transformation Manager	Lisa.rake@hants.gov.uk	0370 779 2899	15.6.21	V2
2	EIA authoriser	Alice Coppendale	CCBS	Strategic Manager, Transformation and Business Development	Alice.coppendale@hants.gov.uk	03707 790 665	15.06.21	V2
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	Eia.ccbs@hants.gov.uk	0370 779 8946	15.6.21	V2

Section one – information about the service and service change

Service affected	CCBS Hantsdirect
Please provide a short description of the service / policy/project/project phase	CCBS Hantsdirect is a customer contact team within the Culture, Communities and Business Services department. Its Advisors respond to telephone and email enquiries from members of the public on a range of topics in relation to Library, Registration and Countryside services. CCBS Hantsdirect has c.15 employees, comprising Customer Contact Advisor and team management roles.

<p>Please explain the new/changed service/policy/project</p>	<p>In order to deliver its savings targets for 2023, CCBS is proposing to review its customer contact management approach and to implement an efficient and fit for purpose operating model for this. This will include an appraisal of the current CCBS Hantsdirect service. The review and any changes arising from it <i>may</i> therefore result in workforce changes e.g. to the number of roles within CCBS Hantsdirect, changes to where roles sit within the departmental structure, amendments to role responsibilities and tasks and/or contractual changes. Until the customer contact review is complete, the nature and extent of any required workforce changes is unknown.</p>
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Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) 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?
(Delete as appropriate)

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

No consultation or engagement will be carried out prior to the *Serving Hampshire Balancing the Budget* consultation (2021-2023). Should workforce changes be required as a result of this proposed review, appropriate staff consultation will be carried out as and when required.

Section two: Assessment

Table 1 Impact Assessment

Protected characteristic (see EIA Guidance for considerations)	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age			X			Staff
Disability			X			Staff
Gender reassignment		X				Staff
Pregnancy and maternity		X				Staff
Race		X				Staff
Religion or belief		X				Staff
Sex			X			Staff
Sexual orientation		X				Staff
Marriage & civil partnership		X				Staff

Poverty			X			Staff
Rurality			X			Staff

Table 2 Geographical impact

Does the proposal impact on a specific area?

Area	Yes / no	Area	Yes / no	Area	Yes / no
All Hampshire	Yes	Fareham		New Forest	
Basingstoke and Deane		Gosport		Rushmoor	
East Hampshire		Hart		Test Valley	
Eastleigh		Havant		Winchester	

Section three: Equality Statement**Table 3 Consideration of and explanation for neutral or low negative impacts**

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	Low negative - The age profile of CCBS Hantsdirect is different to that for the County Council as a whole. CCBS Hantsdirect has an older workforce (73% are aged 45 or over, compared to 55% for HCC in 2019/20). Until the customer contact review is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic,

	but it would be expected to be neutral or low. If required, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic. Engagement and relevant consultation with all staff would be carried out as appropriate, with due regard given to the County Council's HR advice and processes.
Disability	Low negative - There are 5 members of CCBS Hantsdirect with a declared disability (33%). This is significantly different to that for the County Council as a whole in 2019/20 (3.61%). Until the customer contact review is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be neutral or low. If required, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic. Engagement and relevant consultation with all staff would be carried out as appropriate, with due regard given to the County Council's HR advice and processes.
Gender reassignment	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Pregnancy and maternity	Neutral – there are 12 women (80%) currently working within CCBS Hantsdirect and it is possible that at the time of any staff reviews there may be staff on maternity leave or currently pregnant. Any staff on maternity leave during any period of workforce change would be given the opportunity to engage in relevant consultation and be kept briefed throughout the process. This equally applies to those off on paternity and adoption leave. However, there is currently no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Race	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Religion or belief	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Sex	Low negative – Within the CCBS Hantsdirect team, 20% of employees are male, 80% female. This is comparable with the HCC 2019/2020 position of 24% male and 76% female. Until the customer contact review is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be neutral or low. If required, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic.

	Engagement and relevant consultation with all staff would be carried out as appropriate, with due regard given to the County Council's HR advice and processes.
Sexual orientation	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Marriage & civil partnership	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Poverty	Low negative - The grade profile of staff working for CCBS Hantsdirect is skewed towards lower grades. 87% of staff are grade C, 6.5% grade D and 6.5% grade E. This grade profile reflects the nature of the roles required within CCBS Hantsdirect (i.e. a large requirement for operational, transaction-based customer advisor employees). Whilst it is recognised that lower pay does not necessarily equate to poverty, workforce changes at lower grades may have a disproportionate impact in relation to this characteristic. Until the customer contact review is complete and required workforce changes are confirmed, it is difficult to know the extent of this for CCBS Hantsdirect staff, but it would be expected to be neutral or low. Engagement and relevant consultation with all staff would be carried out as appropriate, with due regard given to the County Council's HR advice and processes.
Rurality	Low negative - CCBS Hantsdirect staff are based in Fareham or work from home. It is possible that travel costs may prevent staff from being able to take up new/amended roles or redeployment opportunities in HCC locations, should these changes arise following the review. Until the customer contact review is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be neutral or low. Engagement and relevant consultation with all staff would be carried out as appropriate, with due regard given to the County Council's HR advice and processes.

Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Box 1 Please set out any additional information which you think is relevant to this impact assessment:

Until the departmental review of customer contact management is undertaken, and decisions are taken on a future operating model and any required workforce changes, it is unknown what the likely impact will be upon CCBS Hantsdirect staff. Further, more detailed EIAs will be undertaken at a later date, with appropriate consideration and action taken in respect of their findings.

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

N/A

SP23 EIA – CCBS Hantsdirect – Service users

EIA writer(s) and authoriser

No		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Lisa Rake	CCBS	Transformation Manager	Lisa.rake@hants.gov.uk	0370 779 2899	15.06.21	2
2	EIA authoriser	Alice Coppendale	CCBS	Strategic Manager, Transformation and Business Development	Alice.coppendale@hants.gov.uk	03707 790 665	15.06.21	2
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	0370 779 8946	15.06.21	2

Section one – information about the service and service change

Service affected	CCBS Hantsdirect
Please provide a short description of the service / policy/project/project phase	The Culture, Communities and Business Services department currently manages its contact with members of the public via a variety of mechanisms and channels. CCBS Hantsdirect is a dedicated customer contact team within the department. Its Advisors respond to telephone and email enquiries from members of the public on a range of topics in relation to Library, Registration and Countryside services. The three services have different types of contacts with customers: transactions e.g. registering a birth or reporting a problem; interactions e.g. obtaining advice; and information provision e.g. how do I request a change to the rights of way definitive map, finding out about library

	opening hours etc. Beyond the enquiries CCBS Hantsdirect handles, individual services across the department also manage contact with customers in a range of different ways.
Please explain the new/changed service/policy/project	In order to deliver its savings targets for 2023, CCBS has undertaken to review its customer contact management approach and to implement an efficient and fit for purpose operating model for this. This will include an appraisal of the current CCBS Hantsdirect service, and ways in which additional customer contact is managed within services. This review will look to encourage greater customer self-service using digital or automated processes (for example via the County Council’s website). The aim of this is to enable members of the public to access the services and information they need more easily via digital routes in order to reduce the need for them to contact CCBS services using methods which are less cost-effective for the County Council to deal with e.g. via telephone. Until the customer contact review is complete, the exact nature and extent of changes is unknown. However, whilst it will ensure that no member of the public is excluded from using services, it is likely that ways in which customers can contact the department will be more limited for those with capacity and who have the ability to self-serve.

Engagement and consultation	
The County Council’s <i>Serving Hampshire Balancing the Budget</i> consultation (2021-2023) 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? (Delete as appropriate)	
	No

Describe the consultation or engagement you have performed or are intending to perform.

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

No consultation or engagement will be carried out prior to the Serving Hampshire Balancing the Budget consultation (2021-2023). Should the outcomes of the proposed review require it, further appropriate public consultation will be carried out as and when necessary.

Section two: Assessment

Table 1 Impact Assessment

Protected characteristic (see EIA Guidance for considerations)	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age			X			Public
Disability			X			Public
Gender reassignment		X				Public
Pregnancy and maternity		X				Public
Race			X			Public
Religion or belief		X				Public

Sex		X				Public
Sexual orientation		X				Public
Marriage & civil partnership		X				Public
Poverty			X			Public
Rurality			X			Public

Table 2 Geographical impact

Does the proposal impact on a specific area?

Area	Yes / no	Area	Yes / no	Area	Yes / no
All Hampshire	Yes	Fareham		New Forest	
Basingstoke and Deane		Gosport		Rushmoor	
East Hampshire		Hart		Test Valley	
Eastleigh		Havant		Winchester	

Section three: Equality Statement

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	<p>Low negative - Encouraging greater customer self-service using digital or automated processes could disadvantage members of the public who are digitally excluded and/or unable to self-serve, or who feel less confident in using these types of contact methods. This group may include older people. Internet usage is increasing among older people (from 52% in 2011 to 83% amongst 65–74-year-olds according to 2019 ONS figures on internet users). It should not, therefore, be assumed that older people will not use digital systems, as many already do – particularly with assistance. However, almost half the UK population of people at 75 and over (47%) have never used the internet (2019 ONS) and those that do tend to be online less frequently and/or are less digitally skilled. Any proposed changes will not result in the complete cessation of existing contact methods, such as telephone or face to face, for those that do not have the ability to use digital processes or self-serve. In addition, depending upon the nature of changes proposed following the customer contact review, there are a number of mitigating actions which could be put in place to reduce this impact. For example, a phased reduction in contact methods/provision of instruction and support to self-serve from CCBS Hantsdirect or service staff in order to build skills and confidence. Until the customer contact review is complete and the nature and extent of changes to contact methods are known, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be low.</p>
Disability	<p>Low negative - Encouraging greater customer self-service using digital or automated processes could disadvantage members of the public who are digitally excluded and/or unable to self-serve, or who feel less confident in using these types of contact methods. This group may include people with disabilities. Conversely, increasing the options available to access services i.e. more online routes, may allow persons with different disabilities to access information and contact services in a way which they prefer. Any proposed changes will not result in the complete cessation of existing contact methods, such as telephone or face to face, for those that do not have the ability to use digital processes or self-serve. Accessible Information Standards will be adhered to in all self-service channels. In addition, depending upon the nature of changes proposed following the customer contact</p>

	review, there are a number of mitigating actions which could be put in place to reduce this impact. For example, a phased reduction in contact methods/provision of instruction and support to self-serve from CCBS Hantsdirect or service staff in order to build skills and confidence. Until the customer contact review is complete and the nature and extent of changes to contact methods are known, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be low.
Gender reassignment	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any customer contact changes.
Pregnancy and maternity	Neutral – There is no evidence that this protected characteristic would be disproportionately affected by any customer contact changes.
Race	Low – Encouraging greater customer self-service using digital or automated processes could disadvantage members of the public who are digitally excluded and/or unable to self-serve, or who feel less confident in using these types of contact methods. This group may include people who have English as a second language and who may find it challenging to understand/follow online and/or automated instructions. Any proposed changes will not result in the complete cessation of existing contact methods, such as telephone or face to face, for those that do not have the ability to use digital processes or self-serve. A telephone interpretation service would continue to be offered, as it is now, for those who do need to contact the department via this method. In addition, depending upon the nature of changes proposed following the customer contact review, there are a number of mitigating actions which could be put in place to reduce this impact. For example, a phased reduction in contact methods/provision of instruction and support to self-serve from CCBS Hantsdirect or service staff in order to build skills and confidence. Until the customer contact review is complete and the nature and extent of changes to contact methods are known, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be low.
Religion or belief	Neutral – There is no evidence that this protected characteristic would be disproportionately affected by any customer contact changes.
Sex	Neutral – There is no evidence that this protected characteristic would be disproportionately affected by any customer contact changes.

Sexual orientation	Neutral – There is no evidence that this protected characteristic would be disproportionately affected by any customer contact changes.
Marriage & civil partnership	Neutral – There is no evidence that this protected characteristic would be disproportionately affected by any customer contact changes.
Poverty	Low negative - Encouraging greater customer self-service using digital or automated processes could disadvantage members of the public who are digitally excluded and/or unable to self-serve, or who feel less confident in using these types of contact methods. This group may include people within lower socioeconomic groups . Some households may not be able to afford equipment and/or regular access to the internet. Any proposed changes will not result in the complete cessation of existing contact methods, such as telephone or face to face, for those that do not have the ability to use digital processes or self-serve. In addition, depending upon the nature of changes proposed following the customer contact review, there are a number of mitigating actions which could be put in place to reduce this impact. For example, a phased reduction in contact methods/provision of instruction and support to self-serve from CCBS Hantsdirect or service staff in order to build skills and confidence. Until the customer contact review is complete and the nature and extent of changes to contact methods are known, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be low.
Rurality	Low negative - Encouraging greater customer self-service using digital or automated processes could disadvantage members of the public who are digitally excluded and/or unable to self-serve, or who feel less confident in using these types of contact methods. This group may include people who live in rural areas . Rural areas tend to have a higher incidence of non-internet use, have reduced availability of standard or superfast broadband, possible poor mobile phone signal and may have an older than average or less affluent population than assumed. Any proposed changes will not result in the complete cessation of existing contact methods, such as telephone or face to face, for those that do not have the ability to use digital processes or self-serve. In addition, depending upon the nature of changes proposed following the customer contact review, there are a number of mitigating actions which could be put in place to reduce this impact. For example, a phased reduction in contact methods/provision of instruction and support to self-serve from CCBS Hantsdirect or service staff in

	order to build skills and confidence. Until the customer contact review is complete and the nature and extent of changes to contact methods are known, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be low.
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Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Box 1 Please set out any additional information which you think is relevant to this impact assessment:

Until the departmental review of customer contact management is undertaken, and decisions are taken on a future operating model, the nature and extent of changes to contact methods are unknown. Further, more detailed EIAs will be undertaken at a later date, with appropriate consideration and action taken in respect of their findings.

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

N/A

HAMPSHIRE COUNTY COUNCIL

Cover Report

Committee:	Policy and Resources Select Committee
Date:	24 September 2021
Title:	Savings Programme to 2023 – Revenue Savings Proposals – Health and Safety
Report From:	Director of Culture, Communities and Business Services and Director of Corporate Operations

Contact name: Felicity Roe

Tel: 01962 847876

Email: felicity.roe@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to outline the detailed savings proposals for Health and Safety that have been developed as part of the Savings Programme to 2023 (SP2023) Programme.
2. The report also provides details of the Equality Impact Assessments (EIAs) that have been produced in respect of these proposals and highlights where applicable, any key issues arising from the public consultation exercise that was carried out over the summer and how these have impacted on the final proposals presented in this report.
3. The Executive Member for Performance, Human Resources and Partnerships is requested to approve the detailed savings proposals for submission to Cabinet in October and then full County Council in November, recognising that there will be further public consultation for some proposals.

Recommendation

That the Policy and Resources Select Committee consider the detailed savings proposals and:

Either:

4. Support the recommendations being proposed to the Executive Member for Performance, Human Resources and Partnerships in section 2 of the report.

Or:

5. Agree any alternative recommendations equivalent in value to the required Savings Programme 2023 total, to the Executive Member for Performance, Human Resources and Partnerships in regards to the budget proposals set out in the report.
6. Agree any feedback or comments relating to the Select Committee's recommendations for consideration by the Executive Member when making their decision.

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Executive Member for Performance, Human Resources and Partnerships
Date:	29 September 2021
Title:	Savings Programme to 2023 – Revenue Savings Proposals – Health and Safety
Report From:	Director of Culture, Communities and Business Services and Director of Corporate Operations

Contact name: Felicity Roe

Tel: 01964 847876

Email: felicity.roe@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to outline the detailed savings proposals for the Health and Safety service, a corporate service managed within the Culture, Communities and Business Services (CCBS) Department, that have been developed as part of the Savings Programme to 2023 (SP2023) Programme.

Recommendation

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

Executive Summary

3. This report outlines the detailed savings proposals for the Health and Safety service that have been developed as part of the Savings to 2023 (SP2023) Programme. The report also provides details of the Equality Impact Assessments (EIAs) that have been produced in respect of these proposals and highlights where applicable, any key issues arising from the public consultation exercise that was carried out over the summer and how these have impacted on the final proposals presented in this report.
4. The Executive Member is requested to approve the detailed savings proposals for submission to Cabinet in October and then full County Council

in November, recognising that there will be further public consultation for some proposals.

Contextual Information

5. Members will be fully aware that the County Council has responded 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).
6. Whilst in more recent years there have been no reductions in government grant to deal with, what small increases there have been have not been sufficient to cover inflationary increases, coupled with a continued (and growing) underfunding for social care demand pressures.
7. 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 albeit elements of more recent programmes have taken longer to deliver as they become more complex.
8. 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 Councils, with eight authorities having been granted exceptional financial support packages by Government in response to unmanageable pressures arising in 2020/21 and 2021/22. Furthermore, the County Council is accounting for the specific financial challenges arising as a result of the Coronavirus pandemic on a non-recurrent basis and expects to meet these challenges within the existing support package from Government, together with funding already set aside for this purpose. This is testament to the strength of the Council's underlying financial position owing to the success of its service transformation agenda and prudent financial management approach.
9. However, Covid-19 has impacted delivery of both the Transformation to 2019 (Tt2019) and Transformation to (Tt2021) programmes, with £45m of outstanding savings still to deliver. Whilst sufficient resources have been set aside to cover this delayed implementation, the need to commence the successor programme will require twin-tracked delivery of change programmes, presenting a significant challenge for services. SP2023 will seek to achieve an additional £80m of savings, bringing the total savings to be delivered over the next two years to £125m and cumulatively to £640m in total.

10. It is recognised that each successive transformation programme is becoming more difficult to deliver as the potential to achieve further permanent cost reductions through early intervention and demand management and prevention approaches is reduced. Given the level of savings already achieved and the shortened timescales for delivery, the SP2023 programme will focus primarily on services that may be reduced or stopped rather than on driving further transformative change, although opportunities for transformation, efficiencies and income generation will of course continue to be pursued.
11. The ongoing impacts of the pandemic continue to present capacity challenges for operational teams and their ability to support transformation programmes has been limited as a result. However, with the acute impacts of the pandemic beginning to recede, existing change programmes in Adults and Children's social care will continue to be progressed alongside delivery of the SP2023 programme.
12. The announcement of a further single year Spending Review covering the period to March 2022 has placed the County Council in a very difficult position in terms of future financial planning. Given the lack of any certainty after this period, the County Council has had no choice but to assume that savings required to meet a two-year gap of at least £80m will be required by April 2023 as we cannot take the risk of delaying the programme until 2024. Furthermore, the financial constraints created by Covid-19 mean that there will be no funding available to cash flow a savings programme beyond April 2023.
13. The business-as-usual deficit in 2022/23, forecast to be £40.2m, has been provided for and will be drawn from the Budget Bridging Reserve in line with our normal strategy. However, given the current medium-term deficit due to Covid-19 pressures and the resulting financial response package, which uses up all available financial flexibility and still requires significant additional government funding, it is critical that SP2023 is delivered by 1 April 2023.
14. Departments have looked closely at potential opportunities to achieve the required savings and unsurprisingly the exercise has been extremely challenging because savings of £560m have already been driven out over the past eleven years, and the fact that the size of the target (a further 10% reduction in departmental cash limited budgets) requires a complete "re-look"; with previously discounted options potentially 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 SP2023 Programme target to be delivered.
15. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks between 7 June and 18 July. The consultation was widely promoted to stakeholders and

residents and asked for their views on ways the County Council could balance its budget in response to continuing pressures on local government funding, and still deliver core public services.

16. The consultation was clear that a range of options would be needed to deliver the required £80m of savings by 2023. Therefore, whilst each option offers a valid way of contributing in part to balancing the budget – plugging the estimated £80m gap in full will inevitably require a combination of approaches. For example, the Information Pack illustrated the amount of savings that would still be required even if council tax was increased by up to 10%. It explained that the £80m estimated budget shortfall took into account an assumed increase in ‘core’ council tax of 1.99% and an increase in the Adult Social Care Precept of 2% in both 2022/23 and 2023/24. 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 ‘spare’ reserves would only provide a temporary fix, providing enough money to run services for around 14 days.
17. As the consultation feedback confirms, a number of different approaches are likely to still be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:
 - **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children
 - **using reserves carefully** to help meet one-off demand pressures
 - **maximise income generation** opportunities;
 - **lobby central government** for legislative change to enable charging for some services;
 - **minimise reductions and changes to local services** wherever possible, including by raising council tax by 3.99%;
 - consider further the opportunities for **changing local government arrangements** in Hampshire;
 - consider further the opportunities around **devolution of financial powers** in response to the Government’s County Deal and levelling up agenda.
18. Executive Lead Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals for this report. Responses to the consultation will similarly help to inform the decision making by Cabinet and Full Council in October and November of 2021 on options for delivering a balanced budget up to 2023/24, which the Authority is required by law to do.

19. 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 SP2023 Programme have helped to shape the final proposals presented for approval in this report.

Budget Update

20. Members will be aware that 2019/20 represented the final year of the previous multi-year Spending Review period. Single year Spending Reviews were undertaken for 2020 and 2021 due to the significant levels of economic and fiscal uncertainty associated with the UK's departure from the European Union and impacts of the Coronavirus pandemic respectively. The Government's decision to suspend multi-year budget planning and revert to annual spending rounds for most departments means that the prospects for local government finance beyond 2021 remain uncertain.
21. In recent years, significant lobbying of the Government has been undertaken by Hampshire and the wider local government sector in order to ask them to address the financial pressures we are facing and to convince them to provide an early indication of the financial resources available to local authorities over the medium term.
22. At the time of writing, there has been no announcement from the Government regarding the 2021 Spending Round. Members will be briefed on the detail of the Spending Round as part of the updated Medium Term Financial Strategy when available.

Savings Programme to 2023 – Departmental Context/Approach

23. The Health and Safety service is a corporate service which transferred to CCBS in April 2021.
24. CCBS has taken a strategic and targeted approach to identifying its transformation opportunities and savings targets for SP2023.
25. Within CCBS, income generation is critical to the majority of departmental activity. The department currently delivers services that generate over £100m of income annually. In recent years, the department has focused on driving a commercial approach to maximise public value, reducing core-funding to income-generating services, and developing key IT infrastructure to realise efficiencies and respond to changing customer needs and expectations.
26. This direction of travel for the department has proved successful and continues for SP2023, albeit with the associated risks of operating in highly

competitive markets with slim margins. Cost increases and market fluctuations present challenges, and these may be exacerbated by post-Brexit trading conditions.

27. Set against this background, the department's SP2023 proposals focus on continuing to develop services to be increasingly efficient and customer focused, and ensuring non-statutory services are self-sustaining over the long term. Different delivery models will be explored where appropriate to support this, and services will continue to maximise the collective benefits of partnerships and collaborative working.
28. Further digital innovation will be critical to the success of proposed changes. CCBS services require a strong, highly effective web presence offering customers the ability to transact easily online. Many of the department's SP2023 proposals are dependent upon exploiting digital tools and growing digital skills to improve productivity and interactions with customers.

Health and Safety service

29. The Health and Safety service provides support and competent advice, and discharges the legal duty to have a "competent person" for health and safety. To meet its SP2023 savings target, the Health and Safety service is proposing to conduct a thorough review and explore opportunities to make changes to the way in which proactive (and potentially reactive) work is delivered. The review will include an appraisal of the service's current range of activities, options for income generation and the resources required to deliver them, including consideration of any additional strategic capacity which may be needed for the service to meet corporate needs. Supporting technology for the service will also be considered to improve efficiency and to capitalise on the technological advancements and capability that exist in the corporate IT systems.

Summary Financial Implications

30. The savings target that was set for CCBS was £3.361m of which the savings from the Health and Safety service comprise £75,000 and detail of the proposal being put forward to meet this target is contained in Appendix 1.
31. The requirement for SP2023 was for the savings to be achieved in full by financial year 2023/24. The Department is planning to meet this requirement and has therefore not needed to set aside any funding in its Cost of Change reserve against timing shortfalls. No early achievement of £75,000 from the Health and Safety service savings proposals is anticipated.

Workforce Implications

32. Appendix 1 also provides information on the estimated number of reductions in staffing as a result of implementing the proposals.
33. Two full Time Equivalent (FTE) posts would potentially be affected. The Department would seek in the first instance to achieve any required reductions in posts through natural turnover and vacancy management within the relevant services. However, there may remain a balance that would need to be managed down between now and the implementation date.
34. The County Council's approach to managing down staff levels in a planned and sensitive way through the use of managed recruitment, redeployment of staff where possible and voluntary redundancy where appropriate will be continued.

Climate Implications

35. Hampshire County Council utilises two decision-making tools to assess the carbon emissions and resilience of its projects and decisions. These tools provide a clear, robust, and transparent way of assessing how projects, policies and initiatives contribute towards the County Council's climate change targets of being carbon neutral and resilient to the impacts of a 2°C temperature rise by 2050. This process ensures that climate change considerations are built into everything the Authority does.
36. Given that this report deals with savings proposals it is difficult to assess any specific climate change impacts at this stage, but assessments will be undertaken for individual proposals, if appropriate as part of the implementation process.

Consultation, Decision Making and Equality Impact Assessments

37. As part of its prudent financial strategy, the County Council has been planning since June 2020 how it might tackle the anticipated deficit in its budget by 2023/24. As part of the MTFs, which was last approved by the County Council in September 2020, initial assumptions have been made about inflation, pressures, council tax levels and the use of reserves. Total anticipated savings of £80m are required and savings targets were set for departments as part of the planning process for balancing the budget.
38. The proposals in this report represent suggested ways in which departmental savings could be generated to meet the target that has been set as part of the SP2023 Programme. Individual Executive Members cannot make decisions on strategic issues such as council tax levels and use of reserves and therefore, these proposals, together with the outcomes of the *Serving Hampshire - Balancing the Budget* consultation exercise outlined below, will

go forward to Cabinet and County Council and will be considered in light of all the options that are available to balance the budget by 2023/24.

39. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks from 7 June to the 18 July 2021. The consultation was promoted to residents and stakeholders through a range of online and offline channels including: the County Council's website, social media channels, Hampshire Perspectives residents' forum and Your Hampshire e-newsletter; in County Council libraries and buildings and on electronic noticeboards in GP surgeries and healthcare settings; via media releases to the local TV, radio and written press; via targeted social media advertising; and through direct mail contact to a wide range of groups and organisations across Hampshire (such as district and parish councils, schools, voluntary and community sector groups and organisations, service providers), which promoted onward dissemination, as well as response. 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.
40. 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 2023. 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%.
41. 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.
42. 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 1.99% and an increase in the Adult Social Care Precept of 2% in both 2022/23 and 2023/24. 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 'spare' reserves would only provide a temporary fix, providing enough money to run services for around 14 days.

43. 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.
44. A total of 2,027 responses were received to the consultation – 1,931 via the Response Forms and 96 as unstructured responses through email, letter and social media.
45. The key findings from consultation feedback are as follows:
 - Agreement that the County Council should carry on with its **financial strategy** now stands at 45%, compared with 52% in 2019, and 65% in 2017. 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).
 - The data suggests that respondents are concerned about the implications of further service changes and charges and increasingly feel that the solution lies with nation Government.
 - Both data and verbatim comments indicate the respondents want the County Council to **lobby central Government** for further funding and to allow additional charging in a number of areas:
 - 87% agreed with lobbying for additional funding to deliver social care services for adults and children.
 - 69% agreed with lobbying for increased central government grant funding for libraries
 - 66% agreed with updating the 1964 Public Libraries and Museums Act to enable service modernisation
 - 62% agreed with means testing/ charging for Home to School Transport (HtST)
 - 60% agreed with charging £10 for issuing an Older Person's Bus Pass
 - 51% agreed with making change to the charging approach for non-residential social services
 - However, there were exceptions, namely that:
 - Most respondents (52%) did not feel that it would be appropriate to lobby for charges relating to Household Waste Recycling Centres (HWRCs)
 - 47% disagreed (compared to 38% who agreed) that councils should be permitted to charge a 25% per journey fare for concessionary travel

- A clear majority of respondents (63%) agreed that the County Council should explore further the possibility of changing local government arrangements for Hampshire.
- No majority view was achieved for any of the other proposals, but the weight of opinion veered slightly towards agreement with:
 - The position that reserves should not be used (48% agreement vs 42% disagreement);
 - That existing service charges could be raised (45% agreement vs 33% disagreement);

And towards disagreement with:

- Introducing new service charges (47% disagreement vs 41% agreement)
- Reducing or changing services (49% disagreement vs 36% agreement)
- A slight majority of respondents (52%) preferred that the County Council raise **Council Tax** by less than 3.99%. This compared to 21% of respondents whose first choice was to raise council tax by 3.99% and 27% who would choose an increase of more than 3.99%.
- Suggestions for income generation most commonly related to charges that the County Council could apply. There was also frequent mention of changes to how Council Tax is collected, delivering efficiencies in Council services, ways that the Council could save costs to its operational budget, and suggestions that the County Council could improve its return on investments and adopt more commercial practices.
- Around half of respondents specified impacts that they felt would arise should the County Council continue with its financial strategy and approve the proposed options. Almost half of these related to the protected equalities characteristic of age (47%) – most often the effect on children and young people – with impacts on poverty (33%), disability (30%), and rurality (23%) also commonly mentioned. The potential environmental impacts were also noted in a third of the comments submitted (34%). The specific nature of the perceived impacts primarily related to reduction in service quality or availability and the personal financial impacts of increased taxation or charging.
- Efficiency savings were the most common focus of additional suggestions, incorporating staffing, contractor and Member costs, process efficiencies and more effective use of building space.
- The 96 unstructured responses to the consultation, submitted via letter / email or on social media, primarily focussed on the perceived impacts of the proposals, stating concern about reductions to services and the need to focus on reducing costs and lobbying national government for additional funding in preference to raising local taxes.

Proposals following consultation feedback

46. Executive Lead Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals. As the consultation feedback confirms, a number of different approaches are likely to still be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:
- **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children
 - **using reserves carefully** to help meet one-off demand pressures
 - **maximise income generation** opportunities;
 - **lobby central government** for legislative change to enable charging for some services;
 - **minimise reductions and changes to local services** wherever possible, including by raising council tax by 3.99%;
 - consider further the opportunities for **changing local government arrangements** in Hampshire;
 - consider further the opportunities around **devolution of financial powers** in response to the Government's County Deal and levelling up agenda.
47. The proposals set out in Appendix 1 have, wherever possible, been developed in line with these principles. As outlined above, CCBS' approach to its SP2023 proposals is focused on developing efficient and sustainable customer- focused services, maximising income generation opportunities where appropriate to support this.
48. Following the Executive Member Decision Days, all final savings proposals will go on to be considered by the Cabinet and Full Council in October and November – providing further opportunity for the overall options for balancing the budget to be considered as a whole and in view of the consultation findings. Further to ratification by Cabinet and Full Council, some proposals may be subject to further, more detailed consultation.
49. In addition to the consultation exercise, Equality Impact Assessments (EIAs) have been produced for all the savings proposals outlined in Appendix 1 and these have been provided for information in Appendix 2. These EIAs have considered feedback from the public consultation in shaping savings proposals where appropriate and will be considered further and alongside a cumulative EIA by Cabinet and Full Council. The cumulative assessment provides an opportunity to consider the multiple impacts across proposals as a whole and, therefore, identify any potential areas of multiple disadvantage where mitigating action(s) may be needed.

50. Together the *Balancing the Budget* consultation and Equality Impact Assessments have helped to shape the final proposals presented for approval in this report.

51. If the recommendations in this report are agreed, no further formal public consultation (Phase 2) will be required on the proposals.

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>
Medium Term Financial Strategy Update https://democracy.hants.gov.uk/documents/s53375/MTFS%20-%20Cabinet%20FINAL.pdf	Cabinet - 14 July 2020 County Council – 16 July 2020
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:

A full Equalities Impact Assessment has been undertaken for each of the savings options and these are included as a separate appendix to this report (Appendix 2).

Performance, Human Resources & Partnerships – Proposed Savings Options (Subject to consultation where appropriate)

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
CCBS08	Health and Safety service: service review	Impact on staff numbers will be considered in tandem with the review of the service as a whole, including income generation opportunities and efficiencies through processes and technology development.	0	75	75	2
Total			0	0	75	2
Other CCBS savings:						
	Executive Member for Recreation, Heritage and Rural Affairs		1,533	2,591	2,591	13-15
	Executive Member for Commercial Strategy, Estates and Property		133	650	650	7
	Executive Lead Member for Economy, Transport and Environment		0	0	45	1
	Total Culture, Communities and Business Services		1,666	3,361	3,361	23-25

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Culture, Communities and Business Services EIAs

Savings Programme reference(s)	Service Area
CCBS08	Health and Safety

SP23 EIA – Health and Safety review – Public

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Charles Gilby	Corporate Services	Head of Profession	Charles.gilby@hcc.gov.uk	01962 832038	06.07.21	V1
2	EIA authoriser	Patrick Blogg	CCBS	Deputy Director of CCBS	Patrick.Blogg@hants.gov.uk	03707 796865	06.07.21	V1
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	0370 779 8946	06.07.21	V1

Section one – information about the service and service change

Service affected	Health and Safety (H&S) Service
Please provide a short description of the service / policy/project/project phase	<p>The Health and Safety service provides support and competent advice and discharging the legal duty to have a “competent person” for health and safety.</p> <p>The service supports all Hampshire County Council (HCC) departments, providing advice, guidance and support to wider HCC staff. There are currently two key strands to the service;</p> <ul style="list-style-type: none"> Investigation of accidents and incidents, learning lessons and driving in improvements. This element of the work is reactive. Supporting departments by firstly risk profiling their operations. Working on the highest risk the service develops a plan with services/departments to improve, risk by risk. Managers are supported to make changes. Monitoring is then carried out to verify the effectiveness of the improvements. If satisfied, the service moves to

	<p>the next risk creating a rolling programme of risk reduction. This element of the work is proactive.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>In order to deliver the savings target for 2023, the health and safety team will undertake a review and explore opportunities to make changes to the way in which proactive (and potentially reactive) work is delivered. The review is likely to include an appraisal of the team’s current range of activities, options for income generation and the staffing structure required to deliver them, including consideration of any additional strategic capacity which may be needed for the service to meet corporate needs. Supporting technology for the service will also be considered to improve efficiency and to capitalise on the technological advancements and capability that exist in the corporate IT systems</p> <p>The review and any changes arising from it may therefore result in workforce changes e.g. to the number of roles within the team or amendments to focus of the role responsibilities. Until the review is complete, the nature and extent of any workforce or operating model changes and the impacts of these for staff and service users/wider public are unknown.</p> <p>A separate EIA considering the impacts on the H&S staff team has been undertaken.</p>

Engagement and consultation

The County Council’s *Serving Hampshire Balancing the Budget* consultation (2021-2023) 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?

(Delete as appropriate)

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

No consultation or engagement will be carried out prior to the Serving Hampshire Balancing the Budget consultation (2021-2023). Should the outcomes of the proposed review require it, further appropriate public consultation will be carried out as and when necessary.

Section two: Assessment

Table 1 Impact Assessment

Protected characteristic (see EIA Guidance for considerations)	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		X				Public
Disability		X				Public
Gender reassignment		X				Public
Pregnancy and maternity		X				Public
Race		X				Public
Religion or belief		X				Public

Sex		x				Public
Sexual orientation		x				Public
Marriage & civil partnership		x				Public
Poverty		x				Public
Rurality		x				Public

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no	Area	Yes / no	Area	Yes / no
All Hampshire	Yes	Fareham		New Forest	
Basingstoke and Deane		Gosport		Rushmoor	
East Hampshire		Hart		Test Valley	
Eastleigh		Havant		Winchester	

Section three: Equality Statement

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	<p>Many residents and service users in Adults Health and Care (AHC) are of an older age. Until the H&S review is complete and the nature and extent of changes are known, it is difficult to know the extent of the impact of this on this protected characteristic, though it would be expected to be neutral or low.</p>
Disability	<p>A considerable amount of H+S advice is given to resolving workplace risks relating to changes needed to support those with disabilities.</p> <p>Many service users in Adults and Children's Services departments have disabilities.</p> <p>Until the H&S review is complete and the nature and extent of changes are known, it is difficult to know the extent of the impact of this on this protected characteristic, though it would be expected to be neutral or low.</p>
Gender reassignment	<p>There is currently no evidence that wider HCC staff or public/service users would be disproportionately affected by any operational or workforce changes in regards to gender reassignment.</p>
Pregnancy and maternity	<p>The work works in line with the health and safety legislation in place including - The Management of Health and Safety regulation 1999, Regulation 16 - Risk assessment in respect of new or expectant mothers.</p> <p>Until the H&S review is complete and the nature and extent of changes are known, it is difficult to know the extent of the impact of this on this protected characteristic, though it would be expected to be neutral or low.</p>
Race	<p>There is currently no evidence that wider HCC staff or public/service users would be disproportionately affected by any operational or workforce changes in regards to race.</p>
Religion or belief	<p>There is currently no evidence that wider HCC staff or public/service users would be disproportionately affected by any operational or workforce changes in regards to religion or belief.</p>

Sex	Until the H&S review is complete and the nature and extent of changes are known, it is difficult to know the extent of the impact of this on this protected characteristic, though it would be expected to be neutral or low.
Sexual orientation	There is currently no evidence that wider HCC staff or public/service users would be disproportionately affected by any operational or workforce changes in regards to sexual orientation.
Marriage & civil partnership	There is currently no evidence that wider HCC staff or public/service users would be disproportionately affected by any operational or workforce changes in regards to marriage and civil partnership.
Poverty	There is currently no evidence that wider HCC staff or public/service users would be disproportionately affected by any operational or workforce changes in regards to poverty.
Rurality	There is currently no evidence that wider HCC staff or public/service users would be disproportionately affected by any operational or workforce changes in regards to rurality.

Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Box 1 Please set out any additional information which you think is relevant to this impact assessment:

Until the review is underway, and decisions are taken on a future operating model and any required workforce changes, it is unknown what the likely impact will be upon wider HCC staff receiving advice, guidance and support and wider service users/public. When the outcomes of the review are clearer either this EIA will be updated or further, more detailed EIAs will be undertaken at a later date, with appropriate consideration and action taken in respect of their findings.

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

N/A

SP23 EIA – Health and Safety review – Staff**EIA writer(s) and authoriser**

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Charles Gilby	Corporate Services	Head of Profession	Charles.gilby@hcc.gov.uk	01962 832038	06.07.21	V1
2	EIA authoriser	Patrick Blogg	CCBS	Deputy Director of CCBS	Patrick.Blogg@hants.gov.uk	03707 796865	06.07.21	V1
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	0370 779 8946	06.07.21	V1

Section one – information about the service and service change

Service affected	Health and Safety (H&S) Service
Please provide a short description of the service / policy/project/project phase	<p>The Health and Safety service provides support and competent advice and discharging the legal duty to have a “competent person” for health and safety.</p> <p>The service supports all Hampshire County Council (HCC) departments. There are currently two key strands to the service;</p> <ul style="list-style-type: none"> • Investigation of accidents and incidents, learning lessons and driving in improvements. This element of the work is reactive. • Supporting departments by firstly risk profiling their operations. Working on the highest risk the service develops a plan with services/departments to improve, risk by risk. Managers are supported to make changes. Monitoring is then carried out to verify the effectiveness of the improvements. If satisfied, the service moves to

	<p>the next risk creating a rolling programme of risk reduction. This element of the work is proactive.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>In order to deliver the savings target for 2023, the Health and Safety team will undertake a review and explore opportunities to make changes to the way in which proactive (and potentially reactive) work is delivered. The review is likely to include an appraisal of the teams' current range of activities, options for income generation and the staffing structure required to deliver them, including consideration of any additional strategic capacity which may be needed for the service to meet corporate needs. Supporting technology for the service will also be considered to improve efficiency and to capitalise on the technological advancements and capability that exist in the corporate IT systems.</p> <p>The review and any changes arising from it may therefore result in workforce changes e.g. to the number of roles within the team or amendments to focus of the role responsibilities. Until the review is complete, the nature and extent of any required workforce changes and impacts of proposed changes are unknown.</p> <p>A separate EIA considering the impacts on the wider HCC staff and public/services has been undertaken.</p>

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Engagement and consultation	
<p>The County Council's <i>Serving Hampshire Balancing the Budget</i> consultation (2021-2023) 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.</p>	
<p>Has any pre-consultation engagement been carried out? (Delete as appropriate)</p>	
	<p>No</p>

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

No consultation or engagement will be carried out prior to the Serving Hampshire Balancing the Budget consultation (2021-2023). Should workforce changes be required as a result of this proposed review, appropriate staff consultation will be carried out as and when required in line with appropriate HR policies and procedures.

Section two: Assessment

Table 1 Impact Assessment

Protected characteristic (see EIA Guidance for considerations)	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age			x			Staff
Disability			x			Staff
Gender reassignment		x				Staff
Pregnancy and maternity		x				Staff
Race		x				Staff
Religion or belief		x				Staff

Sex		x				Staff
Sexual orientation		x				Staff
Marriage & civil partnership		x				Staff
Poverty		x				Staff
Rurality		x				Staff

Table 2 Geographical impact

Area	Yes / no	Area	Yes / no	Area	Yes / no
All Hampshire	Yes	Fareham		New Forest	
Basingstoke and Deane		Gosport		Rushmoor	
East Hampshire		Hart		Test Valley	
Eastleigh		Havant		Winchester	

Section three: Equality Statement

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	Staff (H&S team) - Low negative - The age profile is different to that for the County Council as a whole. The H&S team have an older workforce (79% are aged 45 or over, compared to 55% for HCC in 2019/20). Until the review is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be neutral or low. If required, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic. Engagement and relevant consultation with all staff would be carried out as appropriate, with due regard given to the County Council's HR advice and processes.
Disability	Staff (H&S Team) Low Negative- Low negative - There are 2 members of the team with a declared disability (12.5%). This is different to that for the County Council as a whole which in 2019/20 was 3.61%. Until the review is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be neutral or low. If required, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic. Engagement and relevant consultation with all staff would be carried out as appropriate, with due regard given to the County Council's HR advice and processes.
Gender reassignment	There is currently no evidence that staff would be disproportionately affected by any workforce changes in regards to gender reassignment.
Pregnancy and maternity	Staff (H&S Team) – neutral - Currently 7 women (50%) work within H&S Team and it is possible that at the time of any staff reviews there may be staff on maternity leave or currently pregnant. Any staff on maternity leave during any period of workforce change would be given the opportunity to engage in relevant consultation and be kept briefed throughout the process. This equally applies to those off on paternity and adoption leave. However, there is currently no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Race	There is currently no evidence that staff would be disproportionately affected by any workforce changes in regards to race.

Religion or belief	There is currently no evidence that staff would be disproportionately affected by any workforce changes in regards to religion or belief.
Sex	Currently 7 females (50%) work within H&S Team which is not in line with HCC wider workforce (24% male and 76% female). Until the review is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be neutral or low. If required, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic. Engagement and relevant consultation with all staff would be carried out as appropriate, with due regard given to the County Council's HR advice and processes.
Sexual orientation	There is currently no evidence that staff would be disproportionately affected by any workforce changes in regards to sexual orientation.
Marriage & civil partnership	There is currently no evidence that staff would be disproportionately affected by any workforce changes in regards to marriage and civil partnership.
Poverty	There is currently no evidence that staff would be disproportionately affected by any workforce changes in regards to poverty.
Rurality	There is currently no evidence that staff would be disproportionately affected by any workforce changes in regards to rurality.

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Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Box 1 Please set out any additional information which you think is relevant to this impact assessment:

Until the review is underway, and decisions are taken on a future operating model and any required workforce changes, it is unknown what the likely impact will be upon H&S staff. When the outcomes of the review are clearer either this EIA will be updated or further, more detailed EIAs will be undertaken at a later date, with appropriate consideration and action taken in respect of their findings.

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

N/A

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HAMPSHIRE COUNTY COUNCIL

Report

Committee:	Policy and Resources Select Committee
Date:	24 September 2021
Title:	Work Programme
Report From:	Chief Executive

Contact name: Louise Pickford, Democratic and Members Services

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Purpose of the Report

1. To review and agree the Work Programme for the Policy and Resources Select Committee.

Recommendation

2. That the Committee agrees the Work Programme as attached and makes any amendments as necessary.

REQUIRED CORPORATE OR LEGAL INFORMATION:

Links to the Strategic Plan

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

Section 100 D - Local Government Act 1972 - background documents

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

Document

Location

None

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:

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

3. Climate Change Impact Assessment:

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

WORK PROGRAMME – POLICY & RESOURCES SELECT COMMITTEE

Topic	Issue	Reason for inclusion	Status and Outcomes	24 Sept 2021	19 Nov 2021	21 Jan 2022	3 Mar 2022
Pre-scrutiny	Savings Programme 2023 – Revenue Savings Proposals		To include: Corporate Services Emergency Planning Property Health and Safety	X			
Pre-scrutiny	2021/22 Revenue Budget for Corporate Services	To pre-scrutinise the budget proposals for the Revenue budget for Corporate Services, prior to approval by the Executive Member for Policy and Resources	Budget considered annually in January.			X	
Pre-scrutiny	2021/2022 Revenue and Capital budgets (CCBS)	To pre-scrutinise the Revenue and Capital budgets for the CCBS Dept, prior to approval by the Executive Member for Commercial Strategy, Estates and Property	Budget considered annually in January			X	
Budget Monitoring		(a) End of Year Financial Report	(a) Last considered June 2019				

Topic	Issue	Reason for inclusion	Status and Outcomes	24 Sept 2021	19 Nov 2021	21 Jan 2022	3 Mar 2022
		<p>considered at summer meeting, to see how the budget was managed for the year compared to plan.</p> <p>(b) Medium Term Financial Strategy – considered when appropriate to provide longer term financial context</p>	<p>(b) MTFS last considered Sept 2020.</p>				
Overview	Covid-19 Financial Update	For the Committee to receive an update regarding the financial impact of the Covid-19 crisis.	presented at the June 2020 mtg Retain for future update				

Topic	Issue	Reason for inclusion	Status and Outcomes	24 Sept 2021	19 Nov 2021	21 Jan 2022	3 Mar 2022
Overview	Serving Hampshire - Performance	To monitor how performance is managed corporately and consider the performance information to support identification of areas to focus scrutiny.	Members requested to consider the performance report annually. Last received June 2021, next update expected summer 2022. Mid-year update due Jan 2022.			X	
Overview (Annual Item)	IT developments and issues (including Digital Strategy)	Monitoring contribution of IT to change programmes, major projects (e.g. rural broadband) and policy issues in relation to underpinning council services (e.g. disaster recovery plans)	Update considered annually at January mtg.			X	
Crime & Disorder (Annual Item for Nov mtg)	Duty to review, scrutinise, and report on the decisions made, and actions taken by 'responsible authorities' under the Crime and Disorder Act.	This duty passed from the Safe & Healthy People Select Committee to this committee in May 2014	Annual update on work of Hampshire Community Safety Strategy Group plus particular focus topic: domestic abuse - Nov 2015 Prevent - Nov 2016 Supporting Troubled Families - Nov 2017		X		

Topic	Issue	Reason for inclusion	Status and Outcomes	24 Sept 2021	19 Nov 2021	21 Jan 2022	3 Mar 2022
			Child Exploitation - Nov 2018 Reducing Serious Violence - Nov 2019 No focus topic for Nov 2020				
Collation of Annual Report of Select Committees activity (Annual Item)	To support oversight of the scrutiny function, and the role of this committee to ensure scrutiny activity is having impact and being evaluated.	The Constitution requires that this committee report to Full Council annually providing a summary of the activity of the select committees	Annual report to this meeting in June and submitted to Full Council in July				
Overview	Hampshire County Council approach to consultation and engagement	Requested by the Committee at its mtg in June 2021			X		
Overview	Climate Change Strategy	**only in respect of resources in the context of budget provision					

Topic	Issue	Reason for inclusion	Status and Outcomes	24 Sept 2021	19 Nov 2021	21 Jan 2022	3 Mar 2022
Overview	Local Enterprise Partnerships	Requested by Chairman	Introductory presentation Nov 2018. Chief Executive of both LEPs gave a presentation to Nov 2020 meeting. Retain for future meeting.				